

**GAWLER RIVER FLOODPLAIN MANAGEMENT AUTHORITY**

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Dear Member,

**NOTICE OF MEETING**

Notice is hereby given pursuant to Clause 6 of the Charter that a meeting for the GRFMA Board has been called for:

**DATE:** Thursday, 16 June 2022  
**TIME:** 9:45am  
**PLACE:** The Barossa Council  
**VENUE:** 43-51 Tanunda Road, Nuriootpa SA



David E Hitchcock

**EXECUTIVE OFFICER**



*The Barossa Council*

**Gawler**



## **AGENDA**

### **GAWLER RIVER FLOODPLAIN MANAGEMENT AUTHORITY BOARD**

#### **ORDINARY MEETING**

**9:45am Thursday, 16 June 2022**

**The Barossa Council – 43-51 Tanunda Road, Nuriootpa SA**

#### **1. Meeting of the Board**

- 1.1 Welcome by the GRFMA Chairperson
- 1.2 Present (please sign the Attendance Register)
- 1.3 Apologies
- 1.4 Appointment of Observers
- 1.5 Declarations of Interest

#### **2. Confirmation of Minutes**

- 2.1 GRFMA Ordinary Meeting Minutes.....Page 4
- 2.2 Actions on Previous Resolutions .....Page 10
- 2.3 Matters Arising from the Minutes

#### **3. Questions on Notice**

Nil

#### **4. Motions on Notice**

Nil

#### **5. Presentations**

- 5.1 GRUMP Final Report

Aaron C. Zecchin, Senior Lecturer School of Civil, Environmental and Mining Engineering of The University of Adelaide will provide a presentation on the GRUMP final report.

#### **6. Audit Committee**

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#### **7. Technical Assessment Panel**

Nil

**8. Reports**

8.1	Gawler River Flood Mitigation, Department for Environment & Water, Projects 3&4..	Page 15
8.2	Stormwater Management Plan Progress Report .....	Page 20
8.3	BENPFM Dam Repairs Completion Report .....	Page 22
8.4	Financial Report and BR3 .....	Page 23
8.5	Achievements Against the 2021/2022 Annual Business Plan .....	Page 38
8.6	GRFMA Strategic Plan .....	Page 45
8.7	GRFMA Annual Business Plan .....	Page 63
8.8	GRFMA Annual Budget 2022/2023 .....	Page 75
8.9	GRFMA Draft Long Term Financial Plan & Draft Asset Management.....	Page 89
8.10	GRFMA Chair Leave of Absence.....	Page 138
8.11	GRFMA Policy Review .....	Page 139

**9. Correspondence**

Nil

**10. Confidential**

Nil

**11. Urgent Matters Without Notice**

**12. Next Meeting**

**Date and Time:** Thursday 18 August 2022 at 9:45am  
**Host:** Town of Gawler

**13. Closure**

**Agenda Item:** 2.1  
**Committee:** Board  
**Meeting Date:** 16 June 2022  
**Title:** GRFMA Ordinary Meeting Minutes

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**Recommendation:**

**That the Minutes of the Gawler River Floodplain Management Authority Board meeting held 14 April 2022 be confirmed as a true and accurate record of that meeting.**

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Refer to minutes attached to this report.



## MINUTES

### GAWLER RIVER FLOODPLAIN MANAGEMENT AUTHORITY BOARD

9:45am Thursday 14 April 2022

Adelaide Hills Council – Fabrik Arts and Heritage, 1 Lobethal Road, Lobethal SA 5241

#### 1. Meeting of the Board

##### 1.1 Welcome by the GRFMA Chairperson

Mr Ian Baldwin formally welcomed Board Members, Deputy Board Members, Observers and the Executive Officer and opened the 132<sup>nd</sup> meeting of the Board.

##### 1.2 Present

- Mr Ian Baldwin, Independent Board Member, Chair
- Cr Terry-Anne Keen, Adelaide Plains Council, Board Member
- Mr James Miller, Adelaide Plains Council, Board Member
- Cr Malcolm Herrmann, Adelaide Hills Council, Board Member
- Mr Gary Mavrinac, The Barossa Council, Board Member
- Cr Paul Koch, Town of Gawler, Board Member
- Cr William Close, Light Regional Council, Board Member
- Mr Andrew Philpott, Light Regional Council, Deputy Board Member
- Mr Greg Pattinson, City of Playford, Board Member
- Mr David Hitchcock, Executive Officer

##### 1.3 Apologies

- Mr Ashley Curtis, Adelaide Hills Council, Board Member
- Mayor Bim Lange, The Barossa Council, Board Member
- Mr Sam Dilella, Town of Gawler, Board Member
- Mr Brian Carr, Light Regional Council, Board Member
- Cr Peter Rentoulis, City of Playford, Board Member

##### 1.4 Appointment of Observers

**GRB 22/10      Observers**  
**Moved:        Cr T Keen**  
**Seconded:    Mr A Philpott**

*That Cr J Lush, Adelaide Plains Council, Deputy Board Member be appointed as Observer.*

**CARRIED UNANIMOUSLY**

##### 1.5 Declarations of Interest

Nil

Cr M Herrmann provided a short outline of the history and recent activities of the meeting facilities being the original precinct of the Lobethal Mill (Onkaparinga Mills).

## **2. Confirmation of Minutes**

### **2.1 GRFMA Ordinary Meeting Minutes**

**GB22/11 GRFMA Ordinary Meeting Minutes**

**Moved: Cr M Herrmann**

**Seconded: Mr G Mavrinac**

*That the Minutes of the Gawler River Floodplain Management Authority Board meeting held 17 February 2022 be confirmed as a true and accurate record of that meeting.*

**CARRIED UNANIMOUSLY**

### **2.2 Actions on Previous Resolutions**

Nil

## **3. Questions on Notice**

Nil

## **4. Motions on Notice**

Nil

## **5. Presentations**

Nil

## **6. Audit Committee**

The Executive Officer verbally advised that the Audit Committee was currently working on developing the draft Long Term Financial Plan and Strategic Plan.

## **7. Technical Assessment Panel**

Nil

## **8. Reports**

### **8.1 Gawler River Flood Mitigation, Department for Environment and Water, Projects 3 & 4**

**GB22/12 Gawler River Flood Mitigation, Department for Environment and Water, Projects 3 & 4**

**Moved: Mr A Philpott**

**Seconded: Cr T Keen**

*That the report be received.*

**CARRIED UNANIMOUSLY**

## **8.2 Stormwater Management Plan Progress Report**

### **GB22/13 Stormwater Management Plan Progress Report**

**Moved: Cr W Close**

**Seconded: Mr J Miller**

*That the report be received.*

**CARRIED UNANIMOUSLY**

## **8.2 Stormwater Management Plan Progress Report**

### **GB22/14 Stormwater Management Plan Progress Report**

**Moved: Mr G Pattinson**

**Seconded: Mr G Mavrinac**

*That the GRFMA:*

- 1. Notes advice from Planning and Land Use Services (PLUS) Attorney-General's Department, that LiDAR has been flown for the northern metropolitan area to the Gawler River, including Gawler township, Angle Vale and Two Wells (available in June).*
- 2. Requests that the SMP Project Management team facilitates completion of the SMP with modelling information currently available as at 11 April 2022.*

**CARRIED UNANIMOUSLY**

Members noted that any future inclusion of LiDAR in the completed SMP would need discussion on costs.

## **8.3 BENPFM Dam Repairs Progress Report**

The Executive Officer provided a verbal update noting that final completion of the works had been delayed at short notice due to required contractors being unavailable due to contracting COVID-19.

The Executive Officer will also advise members by email of a suitable date for an inspection of the completed works.

### **GB22/15 BENPFM Dam Repairs Progress Report**

**Moved: Cr T Keen**

**Seconded: Cr P Koch**

*That the GRFMA receives the report on progress of contract works for maintenance of the Bruce Eastick North Para Flood Mitigation Dam.*

**CARRIED UNANIMOUSLY**

## **8.4 GRFMA Strategic Plan and Charter Review 2**

### **GB 22/16 GRFMA Strategic Plan**

**Moved: Mr J Miller**

**Seconded: Mr G Mavrinac**

*That the GRFMA foreshadows intent to adopt the draft Strategic Plan at the 17 June 2022 GRFMA meeting.*

**CARRIED UNANIMOUSLY**

**GB 22/16 GRFMA Charter Review 2**

**Moved: Mr G Mavrinac**

**Seconded: Mr J Miller**

*That the GRFMA notes Constituent Council CEO's will continue discussions on the funding model.*

**CARRIED UNANIMOUSLY**

**8.5 Financial Report**

**GB22/17 Financial Report**

**Moved: Cr M Herrmann**

**Seconded: Cr A Philpott**

*That the GRFMA receives the financial report as at 31 March 2022 showing a balance of \$251,331.58 total funds available.*

**CARRIED UNANIMOUSLY**

The meeting adjourned for a short break at 11:00am.

The meeting reconvened at 11:19am.

**8.6 GRUMP Final Reports**

**GB22/18 GRUMP Final Reports**

**Moved: Mr G Pattinson**

**Seconded: Mr A Philpott**

*That the GRFMA notes receipt of the final GRUMP reports and that they be further considered at the June 2022 GRFMA meeting.*

**CARRIED UNANIMOUSLY**

**9. Correspondence**

**9.1 Light and Adelaide Plains Region Economic Development Authority**

**GB22/19 Light and Adelaide Plains Region Economic Development Authority**

**Moved: Mr G Pattinson**

**Seconded: Cr M Herrmann**

*That the GRFMA Chair, Mr Ian Baldwin, respond to correspondence from the then Minister for Planning and Local Government, Hon Josh Teague MP, advising that the GRFMA does not have any concerns regarding establishment of a Light and Adelaide Plains Region Economic Development Authority, as presented.*

**CARRIED UNANIMOUSLY**

**10. Confidential**

Nil

**11. Urgent Matters Without Notice**

Members discussed the recent media reports regarding the Whispering Wall/ Barossa Valley Reservoir. It was noted that the relevant infrastructure was not within jurisdiction of the GRFMA, however any flood waters from the reservoir would ultimately end up on the Gawler River floodplain. Mr G Pattinson advised that the City of Playford had been provided with the relevant report regarding the Whispering Wall and would provide a copy to the GRFMA Executive Officer for noting and consideration.

The GRFMA Chair Mr Ian Baldwin advised he would be absent for a short period over July - September 2022 and would seek a leave of absence for a specific period at the June 2022 Meeting.

**12. Next Meeting**

**Date and Time:** Thursday 16 June 2022, 9:45am

**Host:** The Barossa Council

**13. Closure**

The Chairperson thanked the members for their attendance and contributions and the Adelaide Hills Council as host and closed the meeting at 11:52am.

Chair \_\_\_\_\_ Date \_\_\_\_\_

**Agenda Item:** 2.2  
**Committee:** Board  
**Meeting Date:** 16 June 2022  
**Title:** Actions on Previous Resolutions

Number	Resolution	Action
21/97	<p>That the GRFMA:</p> <ol style="list-style-type: none"> <li>1. Receives the Minutes of the Gawler River Floodplain Management Authority Audit Committee meeting held 23/11/2021.</li> <li>2. Endorses: <ol style="list-style-type: none"> <li>a. the recommendation to initiate a holistic review of all existing GRFMA policies;</li> <li>b. development of a Public Interest Disclosure Policy and Fraud and Corruption Prevention Policy; and</li> <li>c. seeking appropriate advice for consideration and adoption.</li> </ol> </li> <li>3. Accepts with thanks, the offer from the Adelaide Plains Council, to assist with considered advice when facilitating the Policy Review.</li> </ol>	In progress
22/16	That the GRFMA foreshadows intent to adopt the draft Strategic Plan at the 17 June 2022 GRFMA meeting.	Refer Agenda Item 8.6
22/18	That the GRFMA notes receipt of the final GRUMP reports and that they be further considered at the June 2022 GRFMA meeting.	Refer Agenda Item 5
22/19	That the GRFMA Chair, Mr Ian Baldwin, respond to correspondence from the then Minister for Planning and Local Government, Hon Josh Teague MP, advising that the GRFMA does not have any concerns regarding establishment of a Light and Adelaide Plains Region Economic Development Authority, as presented.	Correspondence has been provided to the Minister

**Agenda Item:**                   **6**  
**Committee:**                   **Board**  
**Meeting Date:**               **16 June 2022**  
**Title:**                         **Audit Committee Minutes**

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**Recommendation:**

**That the minutes of the Gawler River Floodplain Management Authority Audit Committee meeting 01/06/2022 be received.**

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Refer to the attached minutes of the meeting.

## MINUTES

### GAWLER RIVER FLOODPLAIN MANAGEMENT AUTHORITY AUDIT COMMITTEE MEETING

12:30pm Wednesday 1 June 2022

LGA House, 148 Frome Street, Adelaide

#### 1. Present

- Mr Peter Brass, Independent Member, Chair
- Cr Malcolm Herrmann, Adelaide Hills Council
- Mr Greg Pattinson, City of Playford
- Mr David Hitchcock, Executive Officer

#### 2. Apologies

Nil

#### 3. Previous Minutes – 7 February 2022

**GAC 22/06**      **Previous Minutes – GRFMA Audit Committee 7 February 2022**  
**Moved:**        **Cr M Herrmann**  
**Seconded:**    **Mr G Pattinson**

*That the minutes of the previous GRFMA Audit Committee meeting held on Monday 7 February 2022 as amended be adopted as a true and correct record of that meeting.*

**CARRIED UNANIMOUSLY**

The amendment is to change the schedule of meetings table to indicate attendance of the external auditor at the August 2022 meeting.

#### 4. Business Arising from the Minutes

Nil

#### 5. General Business

##### 5.1 GRFMA Long Term Financial Plan and Asset Management Plans

**GAC 22/07**      **GRFMA Long Term Financial Plan and Asset Management Plans**  
**Moved:**        **Cr M Herrmann**  
**Seconded:**    **Mr G Pattinson**

*That the Audit Committee:*

1. *Receives the report.*
2. *Notes the draft GRFMA Long Term Financial Plan and Asset Management Plans have been initiated in accordance with requirement of the GRFMA Charter.*
3. *Notes the documents provide a firm basis for consideration and requests the Executive Officer table the documents to the 16 June 2022 GRFMA meeting, including Audit Committee comments in relation to:*



- *Adjustments be made to projected CPI values reflective of current economic scenarios.*
- *Inclusion of an additional financial ratio to indicate the net annual cash result, as depreciation is not funded.*
- *A (minimum) ten year Dam repair program be independently sourced to facilitate inclusion of considered costs in the Long Term Financial Plan and Asset Management Plan.*
- *Consideration for minimising annual subscription fluctuations by averaging maintenance costs over the proposed 10 year costed program.*

**CARRIED UNANIMOUSLY**

## **5.2 Achievements Against the Annual Business Plan**

**GAC 22/07      Achievements Against the Annual Business Plan**  
**Moved:        Mr G Pattinson**  
**Seconded:     Cr M Herrmann**

*That the Audit Committee:*

1. *Notes the report; and*
2. *Requests the Executive Officer provide the document as amended to the 16 June 2022 GRFMA meeting for consideration.*

**CARRIED UNANIMOUSLY**

Members requested formatting adjustments in the achievements column to align with Key Performance Indicators and inclusion of an item indicating that the Charter Review 2 has not been finalised.

## **5.3 GRFMA 2021/2022 Budget Review 3**

**GAC22/08      GRFMA Budget Review 3**  
**Moved:        Mr G Pattinson**  
**Seconded:     Cr M Herrmann**

*That the GRFMA Audit Committee:*

1. *Notes changes proposed for Budget Review 3.*
2. *Recommends the document be presented to the GRFMA for consideration and adoption.*

**CARRIED UNANIMOUSLY**

Members noted pending Local Government elections and considerations how caretaker provisions might affect operations.

## **6. Other Business**

Nil

## **7. Next Meeting**

Next meeting in August 2022 to include discussion with the external auditor on the annual audit report. Support for meeting to be held at Dean Newbery offices.

<b>Date</b>	<b>Audit Committee meeting schedule 2022/2023</b>	<b>Action</b>
March 2022	Annual Budget and Business Plan Review; External Audit Plan and Schedule 2022.	Completed 7/2/22
June 2022	Annual cost estimates and budget variations consideration.	Completed 1/6/22
August 2022	Annual Financial Statements – Audit report; 2021/2022 – Auditor to attend.	
November 2022	Operation of the Regional Subsidiary – Business Plan progress. Annual cost estimates and budget variations consideration.	

## 7. Closure

The Chair thanked the members for their attendance and closed the meeting at 1:30pm.

Chair \_\_\_\_\_ Date \_\_\_\_\_

<b>Agenda Item:</b>	<b>8.1</b>
<b>Committee:</b>	<b>Board</b>
<b>Meeting Date:</b>	<b>16 June 2022</b>
<b>Title:</b>	<b>Gawler River Flood Mitigation, Department for Environment and Water</b>

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**Recommendation:**

**That the GRFMA receives the report with view of subsequently determining response to matters relating to the Gawler River Flood Mitigation Program.**

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At the 14 April 2022 GRFMA meeting (agenda item 8.1) members noted that Ms Cate Hart, Executive Director, Environment, Heritage and Sustainability, Department for Environment and Water would be invited to attend the 16 June 2022 meeting.

The intent of attendance was to further understand if there is to be any change of policy position, following recent State Government change: and to also facilitate a more timely update on progress of development of the the investment logic mapping process currently being undertaken for Gawler River Flood Management.

Ms Hart has now confirmed attendance at the 16 June 2022 GRFMA meeting and would like to discuss the following matters with Board Members.

1. General update on the short-term Gawler River Flood Management projects
2. Findings of the independent review of the options analysis (business case) for longer-term investment - a call to action for GRFMA and councils
3. A partnership model for our flood monitoring network

Additionally, correspondence has recently been received from Mr. John Schutz, Chief Executive Department for Environment and Water, the Gawler River Flood Mitigation Business Plan.

The letter of 6/6/2022 refers to three key findings from the independent review process and calls for specific action from the GRFMA and constituent councils regarding:

- In-kind contribution of a technical resource.
- Engagement resourcing.
- Resolution of the intellectual property status for the Gawler River flood model.

See attached for copy of the correspondence which contains specific detail of the matters identified.

The GRFMA Chairperson and GRFMA Executive Officer have discussed the letter and the following response is provided for GRFMA consideration.

**In-kind contribution of a technical resource**

GRFMA will inquire with Constituent Councils on capacity and availability of a suitable technical resource for secondment to project manage the business case work at 0.5 FTE for 6 months (July 2022 through to February 2023) with GRFMA to fund the cost of the secondment.

Cost to be met via GRFMA resolution GB21/29 and GRFMA 2022/2023 GRFMA Budget capacity.

Should a Constituent Council resource not be available, the GRFMA will consider securing an external technical resource.

## Engagement resourcing

Discussions with DEW have previously been initiated with this matter and there is potential for a process which provides:

- a) DEW to fund a lead engagement consultant to facilitate and deliver an agreed engagement program.
- b) GRFMA seek assistance of Constituent Councils to provide in-kind support (18 months) with community engagement via Council marketing and communications strategies. It is proposed in-kind support would be similar to that previously agreed with Constituent Councils as a component of the unsuccessful Community Flood Awareness, PACP funding application.

## Resolve intellectual property status for the Gawler River flood model

GRFMA have formally requested access to the model. Water Technology have indicated support for access to Government parties with conditions.

The GRFMA Executive Officer has initiated immediacy with Water Technology for a meeting to determine a framework for realising access to the Model that will identify:

- 1) Terms and Conditions that would need to accompany a shared Model
- 2) Elements of the framework that can be mutually agreed now
- 3) Elements of the framework that require further consideration and resourcing
- 4) Indication of any costs or resources required to complete the agreement
- 5) Clear agreed time frames for completion of the agreement and access to the model.

## Additional - Charter and Funding Model Review

Constituent Council CEO's, facilitated by City of Playford CEO, are currently considering the functionality of the GRFMA Cost Sharing Model proposal (Charter Review 2).

Previous advice from the City of Playford CEO noted there are lots of challenges with the various Councils having very different relationships with the river/catchment and discussions will continue, however it may be a long journey.

GRFMA would be best placed to reaffirm:

- The 4 principles of the weighted cost sharing model, being - Future Cost Avoided, Water Inflow, Waterway Length, Ability to Pay.
- That the model be utilised to inform any negotiations with GRFMA and Constituent Councils where separate funding arrangements are considered with any State or Federal Government or their agencies, in respect of any project undertaken that exceeds \$1 Million.
- This is on the premise that where, or if, GRFMA or Constituent Councils considered any financial contribution it would be net of Federal and State contributions to any such project. This facilitates premise of Clause 11.7 GRFMA Charter and provides options for GRFMA and Constituent Councils to negotiate agreement on the benefits and merits of any separately considered project.

It would also provide a pathway for completion of Charter Review 2.

## Supporting Information

GB21/29 -9/12/2021 provides

That the GRFMA advises the State Government that the:

1. GRFMA supports an in principle cash contribution to Project 3 'Flood Warning' on a proportional basis with other State Government agency beneficiaries (including design costs).
2. Final cash contribution amount is to be based on an actual scope of works being provided (with cost estimate) to enable a fair and equitable funding split between all government agencies and GRFMA Councils.
3. GRFMA supports in principle a cash contribution to Project 4 'Lower Gawler River No regrets' the extent of which will be informed by the actual scope and estimated cost of works.
4. GRFMA allocates up to \$100,000 from current GRFMA reserve funds as its contribution to the design development of Projects 3 and 4.
5. Actual cost share in relation to Project 4 between GRFMA Councils be on the basis of a contemporary funding model currently in development and under consideration.
6. GRFMA will consult with Constituent Councils by the end of January 2022, on their position of an in principle support for a cash contribution for Projects 3 and 4.

## GRFMA draft 2022/2023 Budget

There is capacity within the 2022/23 Budget to allocate funds toward the technical resources – ie from Asset Management and Financial Planning and feasibility study provisions'.

### Draft Budget Outcome Operational

- Administration of the GRFMA \$ 93,720 minus interest income \$600 = \$93,120
- Gawler River Scheme Mk2 - Consultancies \$ 72,000
  - Establishment of Asset Management planning and Long Term Financial maintenance capacity (\$32,000 )
  - Feasibility or initial design studies from SMP (\$40,000)

Total Operation cost \$165,120 (= Member Subscriptions) 16.66% equal share.



DEW-D0017416

Mr Ian Baldwin  
Presiding Member  
Gawler River Floodplain Management Authority  
c/o 266 Seacombe Road  
Seacliff Park SA 5049

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Dear Mr Baldwin

As work progresses on the development of a business case to identify best outcomes to manage the flood impacts from the Gawler River, it is imperative that the Gawler River Flood Management Authority and its constituent councils continue to address the long term approach to flood management in the Gawler River catchment. I am writing to you to seek commitment from the Authority in respect to two significant matters.

At the Gawler River Flood Management Steering Committee meeting held on 5 May 2022, the members received an update on the business case and the initial recommendations of the independent review panel appointed by Infrastructure SA (ISA). The ISA review panel made 14 recommendations and as Chair of the Steering Committee, I responded to these. However, some recommendations require further contribution from the Gawler River Flood Management Authority (GRFMA) and the constituent Councils as described below:

In-kind contribution of a technical resource

As you are aware, the State government contribution of \$9 million included a dedicated resource for project management of four nominated short term projects. The ISA review panel however, has identified the need to specifically resource the business case development as an urgent issue to be addressed.

Recognising the need to specifically resource the business case development and the shared responsibility for flood management in South Australia, the Steering Committee endorsed \$110,000 to provide project management subject to local government partners also providing a technical resource to support development of the business case.

On the basis of this decision I am now seeking constituent councils of the GRFMA to provide a technical officer to work with the DEW project management resources to deliver the full business case for the long term mitigation of flooding from the Gawler River.

The commitment of local government to this role is critical. It is proposed that a local government technical resource be dedicated to the business case work at 0.5 FTE for 6 months. This resource will require to be a senior project manager or engineering level with capability in preparation of technical specifications and supervision of civil works and investigations such as flood modelling, geotechnical investigations and dam upgrades.

Engagement resource

The ISA review panel highlighted the need for land holder engagement for the short term flood management projects. DEW wishes to partner with the GRFMA and the relevant councils to resource this important engagement work.

The engagement of land holders and the community is fundamental to the development of the business case and local government is best positioned to ensure this engagement is successful. As such, it is also requested that a resource be dedicated to this project from the constituent councils. The overall commitment is envisaged to be at 0.5 FTE person for 18 months in order to establish appropriate engagement processes and build the relationships required with the community. As such, it is critical the resource have skills in engagement, community participation and management, and understand the broader expectations of land holders, and be skilled particularly in Culturally and Linguistically Diverse (CALD) communities.

Resolve intellectual property status for the Gawler river flood model

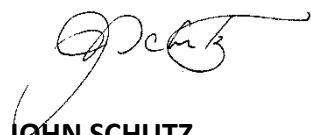
As a further issue, the ISA review panel identified the lack of clarity about access to the Gawler River flood model as a key risk. I understand that GRFMA have formally requested access to the model. Water Technology have indicated support for access to Government parties, and a formal response, including an estimate of costs to enable handover of workable model package is pending.

I ask that the GRFMA complete this action on the access to the flood model as soon as practicable and in time for the next Steering Committee.

Ms Cate Hart, Executive Director, Environment, Heritage and Sustainability, at DEW and the Chair of the Business Case working group plans to attend the GRFMA Board meeting on 16 June 2022, to provide an opportunity to further discuss these requests.

I look forward to continuing our partnership to deliver improved flood management for the Gawler River catchment and communities. For further information regarding these matters, please contact Ms Katharine Ward, project manager Gawler River Flood management within the Department for Environment and Water on [Katharine.ward@sa.gov.au](mailto:Katharine.ward@sa.gov.au) or 0400 972341.

Yours sincerely



**JOHN SCHUTZ**

Chief Executive, Department for Environment and Water  
06/06/2022

<b>Agenda Item:</b>	<b>8.2</b>
<b>Committee:</b>	<b>Board</b>
<b>Meeting Date:</b>	<b>16 June 2022</b>
<b>Title:</b>	<b>Stormwater Management Plan Progress Report</b>

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**Recommendation:**

**That the GRFMA:**

- 1. Notes the report.**
  - 2. Receives a verbal update on outcome of the 8/6/2022 GRFMA SMP Project Steering Group meeting.**
- 

The Gawler River Stormwater Management Plan, Project Management meeting, 13 was held 1 June 2022.

**Key updates provided were:**

Planning:

- Awaiting modelling results

Modelling:

- Some issues with ongoing modelling:
  - Multiple locations where breakouts have been observed – as one happens and is repaired, the next occurs in a different location
  - Modelling will be robust to stand alone, but will be a snapshot in time, recognising that the model will continue to be developed
  - Clarity that this modelling is only fit for the purpose of the SMP report
  - The SMP report to communicate that there are other changes still in train (e.g. Flood Hazard mapping layers), and some of the other uses (e.g. property level planning)
- Review of the list of scenarios required to be modelled resulted in no change to the list as they are all relevant (ARR drove the inclusion of the scenarios).
  - 1:10 is important as it deals with lower reaches
  - 1:20 shows the effect of the BENPFM Dam
  - 1:50 where BENPFM Dam is no longer effective
  - Do we need to also consider current conditions or just climate change?
  - Northern Floodway = “strategic levees”
- Conclusion is the plan cannot drop any of the scenarios and maintain a robust business case
- Water Technology have requisitioned two more modellers who will be working on the models from Monday 6 June 2022

**Benefit Cost Analysis(BCA)**

- Stakeholder consultation on the draft SMP would target the GRFMA Board, Constituent Councils, Key stakeholders (State and Community) and First Nations.



- Agreement to the BCA approach is required first with the intent to consult with the original steering committee (multi agency representatives which established scope of the SMP) and the First Nations.
- The GRFMA Executive Officer will seek GRFMA SMP Project Steering Group views on the scope and extent of stakeholder consultation to be included in the SMP process. The committee is scheduled to meet on 8/6/2022.

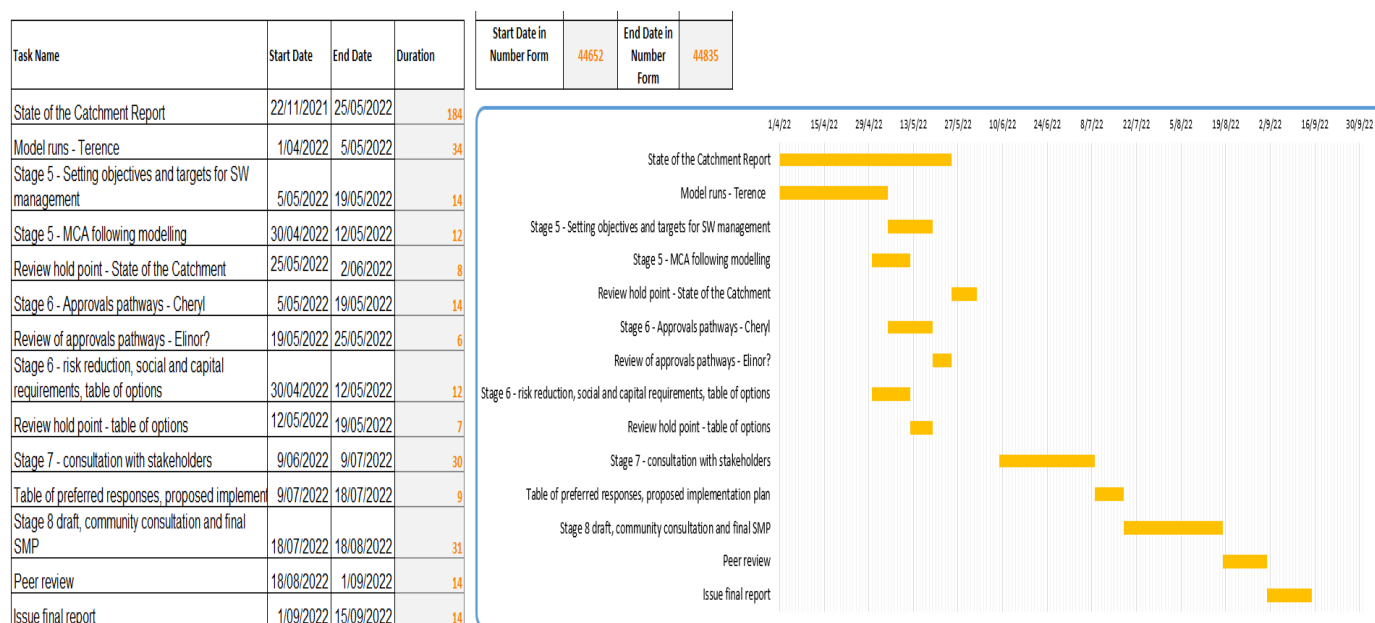
## Other Business

Water Technology tabled a statement on the matter of GRFMA requesting access to the Gawler River Flood Model:

- Water Technology (WT) are looking at ways to share the Gawler River model and would like to confirm the intention to do so. This is a model that has grown organically over the last 20 years or so, and WT are currently looking at ways that they can facilitate sharing the model, including the additional cost of preparing a concise version of the model and packaging it.
- WT would like to resolve potential issues such as IP (existing and future), version control, and how to ensure all files can be transmitted without corruption or data loss.

Refer Agenda item 8.1 GRFMA meeting 16/6/2022, for more recent information regarding this issue.

## SMP Time frame Schedule



**Agenda Item: 8.3****Committee: Board****Meeting Date: 16 June 2022****Title: Bruce Eastick North Para Flood Mitigation (BENPFM) Dam Repairs Completion Report****Recommendation:****That the GRFMA notes completion of repair works at the Bruce Eastick North Para Flood Mitigation (BENPFM) Dam.**

The GRFMA has previously identified and agreed on terms of contract for the preferred tender to undertake repairs to the Bruce Eastick North Para Flood Mitigation Dam.

The works have been structured on the basis of a principle contract to undertake repairs (stage 1) consisting of:

- Draining and desludging the Stilling Basin
- Sand blasting and recoating of the Lower Level Outlet Pipe
- Replacement of handrails at the upstream trash rack
- Remediation of concrete lamination at the trash rack site

Provision for a contract variation was also facilitated to undertake replacement of four baffle blocks within the stilling basin (as approved).

Following approval from consulting engineers SMEC, commencement of the variation occurred on 2 February 2022.

The cost of the repair works (ex GST), as approved:

- |   |            |
|---|------------|
| • Contract preparation and documentation  | \$ 4,500   |
| • Contract works                          | \$ 554,562 |
| • Site supervision and quality inspection | \$ 62,815  |
| • Water flow concept design               | \$ 5,000   |
| • Environmental flow design               | \$ 6,564   |

Total	\$ 633,441
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The concentrated works were completed on 29 April 2022.

The GRFMA Executive Officer and several GRFMA Board Members also inspected the site / completed works on 29/04/2022.

The Executive Officer undertook a further inspection on 4/05/2022 to confirm site demobilisation by the contractor and completion of works.

Works have been completed in accordance with the contract and no matters of concern have been identified at this time.

GRFMA payments to date are \$570,626. The tax invoice of \$62,815 for site supervision, quality inspection has not yet been received.

<b>Agenda Item:</b>	<b>8.4</b>
<b>Committee:</b>	<b>Board</b>
<b>Meeting Date:</b>	<b>16 June 2022</b>
<b>Title:</b>	<b>Financial Report and BR3</b>

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**Recommendation:**

**That the GRFMA**

- 1. Receives the financial report as at 31 January 2022 showing a balance of \$175,580.02 total funds available.**
  - 2. Adopts the 2021/2022 Budget Review 3 Documents May 2022 and the variances contained as its amended and current budget for the period ended 30 June 2022.**
- 

**Budget Review 3**

*Regulation 9 of Local Government (Financial Management) Regulations 2011 states:*

*'A report showing a revised forecast of its operating and capital investment activities for the relevant financial year compared with the estimates for those activities set out in the budget presented in a manner consistent with the note in the Model Financial Statements entitled Uniform Presentation of Finances'.*

Budget Review 1 (BR1)

The Profit and Loss Budget Analysis as at 31 October 2021 identified no material change to the adopted GRFMA 2021-2022 Budget.

There were some minor fluctuations between forecast expenditure / income against actual for the period to 31 October: however in context of the overall 2021-2022 financial year budget estimations, these items did merit change at the time.

Budget Review 2 (BR2)

BR2 identified movement in expenditure and income due to commencement of BENPFM Dam repair works and receipt of associated Cash Advance Debenture (CAD) finance from LGFA.

Adjustments were also made to reflect the cost of completion of the Gawler River Stormwater Management Plan (SMP), receipt of funding contribution from the Stormwater Management Authority and \$6,560 for the Community Engagement Flood Resilience funding application costs.

Budget Review 3 (BR3)

BR3 contains movement in expenditure and income to reflect final cost of completed BENPFM Dam repair works and receipt of associated Cash Advance Debenture (CAD) finance from LGFA.

Adjustments have also been made to reflect the cost of additional duties for the GRFMA Chair representing at the Gawler River Flood Mitigation Program (DEW), increase in Other Costs (subscriptions and reduction of projected consultancy costs).

In presenting Budget Review 3 information as per Local Government Uniform Presentation of Finances the following adjustments have been made:

- The \$635,000 CAD facility from LGFA is not an income item and is reflected as cash coming in and a liability on the balance sheet
- Given the value of the repairs are \$635,000, at this point it is reflected as a Capital item and reported on the Cash Flow and Balance Sheet
- The following amounts are reflected as expenditure
  - \$10,000 Honorarium Chair (increase of \$1,500)
  - \$158,495 Contract consultancy cost (reduction of \$9,240)
  - \$7,000 Other, increase in subscriptions and accounting (increase of \$992)

#### Uniform Presentation of Finances BR3

Operating Revenues	\$332,370
Less Operating Expenses	\$599,510
Operating Deficit	\$(267,140)
Less Capital Outlay	\$635,000
Less Depreciation	(\$321,163)
Net Borrowing	(\$580,977)

This is calculated as MYOB:

• Total Income	\$967,370
• Minus total expenses	<u>\$1,294,010</u>
• Net loss	(\$326,640)

#### Reconciliation of BR2 Result:

• Net Profit / Loss for the Year (MYOB)	(\$326,640)
• Add Back Depreciation Expense	\$321,163
• Add Back Principal Loan Repayments	\$59,500
• TOTAL	\$54,023
• Loan Borrowings	\$635,000
• Cash Used	\$580,977

The projected cash loss of \$326,640 consists of \$321,162 Depreciation (unfunded) and projected general operating loss of \$5,478.

See attached for:

- Budget Review 3 information as per Local Government Uniform Presentation of Finances.
- Profit and Loss Budget Analysis which shows income and expenditure to 11 May 2022.

See the chart below which identifies BR3 variations as they appear in the MYOB format:

	Budget Adopted	BR1	BR2	BR3	Variation
<b>INCOME</b>					
State Grant - SMP	\$0	\$0	\$70,518		
Finance - LGFA Cash Advance Debenture			\$600,000	\$635,000	Accounting for CAD provision BRNPFM Dam repairs (\$700,000 is available)
<b>EXPENSE</b>					
Honorarium Chair	\$8,300			\$10,000	Additional duties DEW committees
Other Clerical	\$6,008			\$7,000	Cost of services MYOB \$600 FMA Subs \$900 Accounting \$1,000 Clerical \$5,100
Gawler River Mk2 Consultancies	\$85,000		\$167,735	\$158,495	Balance SMP for 2022 \$143,735 Strategic Plan \$ 4,200 LTFP/AMP \$ 2,000 Community Flood Eng \$ 6,560 Records Management \$ 2,000
BENPFMD repairs	\$0		\$600,000	\$635,000	Completed works including ITP and site supervision

## Reconciliation Report

266 Seacombe Road  
Seacliff Park SA 5049

ABN: 12 925 534 861

Email: [davidehitchcock@bigpond.com](mailto:davidehitchcock@bigpond.com)

ID No.	Date Memo/Payee	Deposit	Withdrawal
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**Account:** 1-1110 Bank SA Account  
**Date Of Bank Statement:** 5/31/2022  
**Last Reconciled:** 4/30/2022  
**Last Reconciled Balance:** \$29,195.04

## Cleared Cheques

GJ000097	4/30/2022	CAD int to account	\$672.06	
EFT	5/5/2022	Water Technology	\$5,367.34	
EFT	5/5/2022	SGP Civil	\$178,837.77	
EFT	5/5/2022	David Hitchcock	\$4,257.00	
EFT	5/5/2022	Ian Baldwin	\$1,500.00	
SC053122	5/31/2022	Safe deposit fee	\$5.00	
GJ000098	5/31/2022	MYOB subs	\$55.00	
Total:			\$0.00	\$190,694.17

## Cleared Deposits

TR000036	4/11/2022	Money Transfer CAD int direct debit LGFA	\$672.06	
GJ000099	5/31/2022	CAD draw down SGPCivil	\$178,837.77	
GJ000100	5/31/2022	GST Refund ATO	\$21,317.00	
Total:			\$200,826.83	\$0.00

## Outstanding Cheques

EFT	9/1/2021	Bushfire Natural Hazards CRC	\$40,223.70	
Total:			\$0.00	\$40,223.70

## Reconciliation:

AccountRight Balance On 5/31/2022:	(\$896.00)
Add: Outstanding Cheques:	\$40,223.70
SubTotal:	\$39,327.70
Deduct: Outstanding Deposits:	\$0.00
Expected Balance On Statement:	\$39,327.70

## Transaction History Report

Please advise any error or unauthorised transaction promptly to the bank

**Account name** GAWLER RIVER FLOODPLAIN MANAGEMENT  
**Account number** 010 0101 248 140  
**BSB** 105-010  
**Currency** AUD  
**Opening balance** 29,195.04CR  
**Transaction period from** 01/05/2022 to 31/05/2022

Date	Description	Serial number	Debit	Credit	Balance
02/05/2022	ATO ATO129255348611001			21,317.00 ✓	50,512.04CR
03/05/2022	OSKO DEPOSIT 03MAY14:32 60459 7636391 LOCAL GOVERNMENT FINANCE			178,837.77 ✓	229,349.81CR
05/05/2022	INTERNET WITHDRAWAL 05MAY13:52 Chair Hon April22		1,500.00 ✓		227,849.81CR
05/05/2022	INTERNET WITHDRAWAL 05MAY13:52 WT007297 Dam flow		5,367.34 ✓		222,482.47CR
09/05/2022	INTERNET WITHDRAWAL 08MAY10:55 EO Services April22		4,257.00 ✓		218,225.47CR
09/05/2022	INTERNET WITHDRAWAL 08MAY10:55 Dam repair inv 100173		178,837.77 ✓		39,387.70CR
20/05/2022	SAFE DEPOSIT FEE (INC GST)		5.00 ✓		39,382.70CR
23/05/2022	MYOB Australia MYOB 1-81391813679		55.00 ✓		39,327.70CR
	TOTAL		190,022.11	200,154.77	39,327.70CR



**Reconciliation Report**266 Seacombe Road  
Seacliff Park SA 5049

ABN: 12 925 534 861

Email: [davidehitchcock@bigpond.com](mailto:davidehitchcock@bigpond.com)

ID No.	Date Memo/Payee	Deposit	Withdrawal
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**Account:** 1-1130 LGFA Investment Account  
**Date Of Bank Statement:** 5/31/2022  
**Last Reconciled:** 3/31/2022  
**Last Reconciled Balance:** \$136,855.93

**Cleared Cheques**

TR000036	4/11/2022	Money Transfer CAD int direct debit LGFA	\$672.06
Total:			\$0.00
			\$672.06

**Cleared Deposits**

IE043022	4/30/2022	Int LGFA	\$34.77
IE053122	5/31/2022	Int LGFA dep	\$33.68
Total:			\$68.45
			\$0.00

Reconciliation:	AccountRight Balance On 5/31/2022:	\$136,252.32
	Add: Outstanding Cheques:	\$0.00
	SubTotal:	\$136,252.32
	Deduct: Outstanding Deposits:	\$0.00
	Expected Balance On Statement:	\$136,252.32



## Council Deposits

### Transaction Statement from 01-May-2022 to 31-May-2022 inclusive

Deal	Date	Transaction	Interest Rate	Amount	Balance
<b>Gawler River General</b>					
Council Dep - 24HR Mthly					
	01-05-2022	Opening Balance	0.30		\$136,218.64
59832	02-05-2022	CAPITALISE INTEREST	0.30	\$33.68	\$136,252.32
	31-05-2022	Closing Balance	0.55		\$136,252.32
Accrued interest for period 01-May-2022 to 31-May-2022				<u>\$60.80</u>	
Total Gawler River General				<u>\$60.80</u>	

## Summary

Gawler River Floodplain Management Authority	Accrued Interest
Gawler River General	\$60.80
Grand Total	<u>\$60.80</u>

**Local Government Finance Authority of SA**  
**Consolidated Loans and Investment as at close of business 01-06-2022**  
**Gawler River Floodplain Management Authority**

**Cash Advance Debentures as at close of business 01-06-2022**

Counterparty	Deal	Instrument	Maturity Date	Facility End Date	Rate	Current Principal	Limit	Available Balance
Gawler River General CA 1 Cash Advance	60459	Council Loan-CAD Variable	02-06-2022	15-12-2031	2.30	-\$502,135.64	\$700,000.00	\$197,864.36
						-\$502,135.64	\$700,000.00	\$197,864.36

**Council Deposits as at close of business 01-06-2022**

Counterparty	Deal	Deal Type	Maturity Date	Rate	Current Principal
Gawler River General	59832	Council Dep - 24HR Mthly	02-06-2022	0.55	\$136,313.12
					\$136,313.12

## Summary as at close of business 01-06-2022

Instrument	Current Principal
Debtenture Loans	\$0.00
Cash Advance Debtentures	-\$502,135.64
CAD Limit Available	\$197,864.36
Council Deposits	\$136,313.12
<b>Net Position</b>	<b>-\$365,822.52</b>
Weighted Average Interest Rate % (Deposits)	0.55%
Weighted Average Interest Rate % (Loans)	2.3%

**GAWLER RIVER FLOODPLAIN MANAGEMENT AUTHORITY  
CONSOLIDATED BUDGET 2021/2022 REVIEW 3**

**STATEMENT OF COMPREHENSIVE INCOME**

<b>2020/2021 FULL YEAR ACTUALS \$</b>		<b>2021/2022 BUDGET \$</b>	<b>2021/2022 BUDGET REVIEW 1 \$</b>	<b>2021/2022 BUDGET REVIEW 2 \$</b>	<b>2021/2022 BUDGET REVIEW 3 \$</b>
	<b>INCOME</b>				
196,235	Subscriptions	266,052	266,052	261,252	261,252
20,000	Grants Subsidies and Contributions	-	-	70,518	70,518
1,009	Investment Income	600	600	600	600
100	Other	-	-	-	-
<b>217,344</b>	<b>TOTAL REVENUES</b>	<b>266,652</b>	<b>266,652</b>	<b>332,370</b>	<b>332,370</b>
	<b>EXPENSES</b>				
177,535	Materials, Contracts and Other Expenses	266,652	266,652	281,147	267,847
-	Finance Costs	-	-	10,500	10,500
321,163	Depreciation, amortisation & impairment	321,163	321,163	321,163	321,163
<b>498,698</b>	<b>Total Expenses</b>	<b>587,815</b>	<b>587,815</b>	<b>612,810</b>	<b>599,510</b>
<b>(281,354)</b>	<b>OPERATING SURPLUS/(DEFICIT) BEFORE CAPITAL AMOUNTS</b>	<b>(321,163)</b>	<b>(321,163)</b>	<b>(280,440)</b>	<b>(267,140)</b>
-	Net gain (loss) on disposal or revaluation of assets	-	-	-	-
-	Amounts specifically for new or upgraded assets	-	-	-	-
-	Physical resources received free of charge	-	-	-	-
<b>(281,354)</b>	<b>TOTAL COMPREHENSIVE INCOME</b>	<b>(321,163)</b>	<b>(321,163)</b>	<b>(280,440)</b>	<b>(267,140)</b>

**GAWLER RIVER FLOODPLAIN MANAGEMENT AUTHORITY  
CONSOLIDATED BUDGET 2021/2022 REVIEW 3**

**CASH FLOW STATEMENT**

<b>2020/2021 FULL YEAR ACTUALS</b>		<b>2021/2022 BUDGET</b>	<b>2021/2022 BUDGET REVIEW 1</b>	<b>2021/2022 BUDGET REVIEW 2</b>	<b>2021/2022 BUDGET REVIEW 3</b>
<b>\$</b>		<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>
Inflows		Inflows	Inflows	Inflows	Inflows
(Outflows)		(Outflows)	(Outflows)	(Outflows)	(Outflows)
	<b>CASHFLOWS FROM OPERATING ACTIVITIES</b>				
	<b>RECEIPTS</b>				
199,195	Operating Receipts	266,052	266,052	331,770	331,770
1,023	Investment Receipts	600	600	600	600
	<b>PAYMENTS</b>				
(182,638)	Operating payments to suppliers & employees	(266,652)	(266,652)	(317,714)	(304,414)
-	Finance Payments	-	-	(10,500)	(10,500)
17,580	<b>Net Cash provided by (or used in) Operating Activities</b>	-	-	4,156	17,456
	<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>				
	<b>RECEIPTS</b>				
-	Grants specifically for new or upgraded assets	-	-	-	-
0	Sale of Assets	0	0	0	0
	<b>PAYMENTS</b>				
-	Capital Expenditure on renewal/replacement of assets	-	-	(600,000)	(635,000)
-	Capital Expenditure on new/upgraded assets	-	-	-	-
-	<b>Net Cash provided by (or used in) Investing Activities</b>	-	-	(600,000)	(635,000)
	<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>				
	<b>RECEIPTS</b>				
-	Proceeds from Borrowings	-	-	600,000	635,000
	<b>PAYMENTS</b>				
-	Repayment of Borrowings	-	-	(59,500)	(59,500)
-	<b>NET CASH USED IN FINANCING ACTIVITIES</b>	-	-	540,500	575,500
17,580	<b>NET INCREASE (DECREASE) IN CASH HELD</b>	-	-	(55,344)	(42,044)
151,764	<b>CASH AT BEGINNING OF YEAR</b>	71,248	169,344	169,344	169,344
169,344	<b>CASH AT END OF YEAR</b>	71,248	169,344	114,000	127,300

**GAWLER RIVER FLOODPLAIN MANAGEMENT AUTHORITY  
CONSOLIDATED BUDGET 2021/2022 REVIEW 3**

**BALANCE SHEET**

2020/2021 FULL YEAR ACTUALS		2021/2022 BUDGET	2021/2022 BUDGET REVIEW 1	2021/2022 BUDGET REVIEW 2	2021/2022 BUDGET REVIEW 3
	<b>ASSETS</b>				
	<b>CURRENT ASSETS</b>				
\$		\$	\$	\$	\$
169,344	Cash and cash equivalents	71,248	169,344	114,000	127,300
49,278	Trade & other receivables	1,612	49,278	49,278	49,278
-	Inventories	-	-	-	-
218,622	<b>TOTAL CURRENT ASSETS</b>	72,860	218,622	163,278	176,578
	<b>NON-CURRENT ASSETS</b>				
-	Financial Assets	-	-	-	-
21,689,675	Infrastructure, Property, Plant & Equipment	21,368,512	21,368,512	21,968,512	22,003,512
21,689,675	<b>TOTAL NON-CURRENT ASSETS</b>	21,368,512	21,368,512	21,968,512	22,003,512
21,908,297	<b>TOTAL ASSETS</b>	21,441,372	21,587,134	22,131,790	22,180,090
	<b>LIABILITIES</b>				
	<b>CURRENT LIABILITIES</b>				
36,567	Trade & Other Payables	-	36,567	-	-
-	Borrowings	-	-	-	-
-	Short-term Provisions	-	-	-	-
36,567	<b>TOTAL CURRENT LIABILITIES</b>	-	36,567	-	-
	<b>NON-CURRENT LIABILITIES</b>				
-	Long-term Borrowings	-	-	540,500	575,500
-	Long-term Provisions	-	-	-	-
-	<b>TOTAL NON-CURRENT LIABILITIES</b>	-	-	540,500	575,500
36,567	<b>TOTAL LIABILITIES</b>	-	36,567	540,500	575,500
21,871,730	<b>NET ASSETS</b>	21,441,372	21,550,567	21,591,290	21,604,590
	<b>EQUITY</b>				
13,189,757	Accumulated Surplus	12,759,399	12,868,594	12,909,317	12,922,617
8,681,973	Asset Revaluation	8,681,973	8,681,973	8,681,973	8,681,973
-	Other Reserves	-	-	-	-
21,871,730	<b>TOTAL EQUITY</b>	21,441,372	21,550,567	21,591,290	21,604,590



**GAWLER RIVER FLOODPLAIN MANAGEMENT AUTHORITY  
CONSOLIDATED BUDGET 2021/2022 REVIEW 3**

**STATEMENT OF CHANGES IN EQUITY**

<b>2020/2021 FULL YEAR ACTUALS \$</b>		<b>2021/2022 BUDGET \$</b>	<b>2021/2022 BUDGET REVIEW 1 \$</b>	<b>2021/2022 BUDGET REVIEW 2 \$</b>	<b>2021/2022 BUDGET REVIEW 3 \$</b>
	<b>ACCUMULATED SURPLUS</b>				
13,471,111	Balance at end of previous reporting period	13,080,562	13,189,757	13,189,757	13,189,757
(281,354)	Net Result for Year	(321,163)	(321,163)	(280,440)	(267,140)
0	Transfer From Reserves	0	0	0	0
0	Transfer To Reserves	0	0	0	0
<b>13,189,757</b>	<b>BALANCE AT END OF PERIOD</b>	<b>12,759,399</b>	<b>12,868,594</b>	<b>12,909,317</b>	<b>12,922,617</b>
	<b>ASSET REVALUATION RESERVE</b>				
8,681,973	Balance at end of previous reporting period	8,681,973	8,681,973	8,681,973	8,681,973
0.00	Gain on revaluation of infrastructure, property, plant & equipment	0.00	0.00	0.00	0.00
0.00	Transfer to Accumulated Surplus on sale of infrastructure, property, plant & equipment	0.00	0.00	0.00	0.00
<b>8,681,973</b>	<b>BALANCE AT END OF PERIOD</b>	<b>8,681,973</b>	<b>8,681,973</b>	<b>8,681,973</b>	<b>8,681,973</b>
<b>21,871,730</b>	<b>TOTAL EQUITY AT END OF REPORTING PERIOD</b>	<b>21,441,372</b>	<b>22,043,187</b>	<b>21,918,290</b>	<b>21,604,590</b>

**GAWLER RIVER FLOODPLAIN MANAGEMENT AUTHORITY  
CONSOLIDATED BUDGET 2021/2022 REVIEW 3**

UNIFORM PRESENTATION OF FINANCES				
2020/2021 FULL YEAR ACTUALS		2021/2022 BUDGET	2021/2022 BUDGET	2021/2022 BUDGET
\$		\$	\$	\$
217,344	Operating Revenues	266,652	266,652	332,370
(498,698)	less Operating Expenses	(587,815)	(587,815)	(599,510)
(281,354)	<b>Operating Surplus / (Deficit) before Capital Amounts</b>	(321,163)	(321,163)	(267,140)
	<b>Less Net Outlays in Existing Assets</b>			
	Capital Expenditure on renewal and replacement of Existing Assets	-	-	600,000
(321,163)	less Depreciation, Amortisation and Impairment	(321,163)	(321,163)	(321,163)
-	less Proceeds from Sale of Replaced Assets	-	-	-
(321,163)		(321,163)	(321,163)	278,837
	<b>Less Net Outlays on New and Upgraded Assets</b>			
	Capital Expenditure on New and Upgraded Assets	-	-	-
-	less Amounts received specifically for New and Upgraded Assets	-	-	-
-	less Proceeds from Sale of Surplus Assets	-	-	-
-		-	-	-
39,809	<b>Net Lending / (Borrowing) for Financial Year</b>	-	-	(559,277)
				(580,977)



**Profit & Loss [Budget Analysis]**

July 2021 To June 2022

266 Seacombe Road  
Seacliff Park SA 5049ABN: 12 925 534 861  
Email: [davidehitchcock@bigpond.com](mailto:davidehitchcock@bigpond.com)

	Selected Period	Budgeted	\$ Difference
<b>Income</b>			
Admin of GRFMA			
Member Subscriptions	\$176,052	\$176,052	\$0
Interest LGFA	\$978	\$600	\$378
Other	\$100	\$0	\$100
<b>Total Admin of GRFMA</b>	<b>\$177,130</b>	<b>\$176,652</b>	<b>\$478</b>
Operations Flood Mit Scheme			
Council Subscriptions	\$85,204	\$85,200	\$4
State Grant	\$0	\$70,518	(\$70,518)
Other	\$0	\$635,000	(\$635,000)
<b>Total Operations Flood Mit Scheme</b>	<b>\$85,204</b>	<b>\$790,718</b>	<b>(\$705,514)</b>
<b>Total Income</b>	<b>\$262,334</b>	<b>\$967,370</b>	<b>(\$705,036)</b>
<b>Gross Profit</b>	<b>\$262,334</b>	<b>\$967,370</b>	<b>(\$705,036)</b>
<b>Expenses</b>			
Admin of GRFMA			
Executive Officer Contract	\$47,646	\$55,000	(\$7,354)
Adv, printing, stationery post	\$304	\$1,200	(\$896)
Travelling Expenses	\$146	\$4,000	(\$3,854)
Insurance PL & PI	\$6,733	\$6,732	\$1
Audit Committee	\$1,950	\$2,600	(\$650)
Audit Fees	\$5,188	\$5,500	(\$312)
Bank Fees	\$46	\$120	(\$75)
Legal Fees	\$0	\$2,000	(\$2,000)
Honorarium - Chairperson	\$8,300	\$10,000	(\$1,700)
Other	\$6,008	\$7,000	(\$992)
<b>Total Admin of GRFMA</b>	<b>\$76,320</b>	<b>\$94,152</b>	<b>(\$17,832)</b>
Gawler River Scheme Mark 2			
Consultancies	\$103,353	\$158,495	(\$55,142)
<b>Total Gawler River Scheme Mark 2</b>	<b>\$103,353</b>	<b>\$158,495</b>	<b>(\$55,142)</b>
Maint Flood Mitigation Scheme			
BENPFM Dam repairs	\$570,626	\$635,000	(\$64,374)
Maintenance Contractors	\$4,975	\$15,000	(\$10,025)
Property Maintenance	\$60	\$0	\$60
Rates & Levies	\$126	\$200	(\$74)
<b>Total Maint Flood Mitigation Scheme</b>	<b>\$575,787</b>	<b>\$650,200</b>	<b>(\$74,413)</b>
Depreciation			
Depreciation	\$0	\$321,163	(\$321,163)
<b>Total Expenses</b>	<b>\$755,460</b>	<b>\$1,224,010</b>	<b>(\$468,550)</b>
<b>Operating Profit</b>	<b>(\$493,126)</b>	<b>(\$256,640)</b>	<b>(\$236,486)</b>
<b>Total Other Income</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
Other Expenses			
Interest Expense	\$672	\$10,500	(\$9,828)
Other Expense	\$0	\$59,500	(\$59,500)
<b>Total Other Expenses</b>	<b>\$672</b>	<b>\$70,000</b>	<b>(\$69,328)</b>
<b>Net Profit/(Loss)</b>	<b>(\$493,798)</b>	<b>(\$326,640)</b>	<b>(\$167,158)</b>

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<b>Agenda Item:</b>	<b>8.5</b>
<b>Committee:</b>	<b>Board</b>
<b>Meeting Date:</b>	<b>16 June 2022</b>
<b>Title:</b>	<b>Achievements Against the 2021/2022 Business Plan</b>

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**Recommendation:**

**That the GRFMA receives the Statement of Achievements against the 2021/2022 Business Plan.**

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The Statement of Achievements against the Business Plan provides a basis for evaluation of performance by the GRFMA.

The June 2022 report forms part of the GRFMA Annual Report 2021-2022.

See separately attached for the completed 2021-22 Statement of Achievements against the Business Plan.

Where relevant key priorities identified in the draft GRFMA Strategic Plan have been referenced.

The Achievements Against the 2021/2022 Business Plan document has been considered by the 01/06/2022 GRFMA Audit Committee meeting.

Refer 16/06/2022 GRFMA meeting agenda item 6.



# ACHIEVEMENTS AGAINST THE BUSINESS PLAN 2021-2022

## June 2022

**Gawler River Floodplain  
Management Authority**

Constituent Councils:

*Adelaide Hills Council*

*Adelaide Plains Council*

*The Barossa Council*

*Town of Gawler*

*Light Regional Council*

*City of Playford*

# GRFMA

# Gawler River Floodplain Management Authority (GRFMA)

## The Gawler River

The Gawler River is formed by the confluence of the North Para and South Para in the town of Gawler, and is located in the Adelaide Plains district of South Australia. The district surrounding the river produces cereal crops and sheep for both meat and wool, as well as market gardens, almond orchards and vineyards. The farm gate output of the Gawler River floodplain horticultural areas is estimated to be at least \$225 million.

## Purpose of the GRFMA

The Gawler River Floodplain Management Authority (GRFMA) was formed as a Regional Subsidiary under Section 43 and Schedule 2 of the Local Government Act 1999 on 22 August 2002. The Constituent Councils are the Adelaide Hills Council, The Adelaide Plains Council, The Barossa Council, The Town of Gawler, Light Regional Council, and the City of Playford.

The Charter provides for one independent person, who is not an officer, employee or elected member of a Constituent Council, to be appointed as the Chairperson of the Board of Management of the GRFMA for a term of two years.

The Charter sets down the powers, functions, safeguards, accountabilities and an operational framework and the Business Plan sets down the operational plan and financial plan to achieve agreed objectives.



## Evaluation of Performance against the Business Plan

This Statement of Achievements against the Business Plan will form part of the Key Outcomes Summary to Councils following the meetings at which it is tabled. The June report will form part of the GRFMA Annual Report 2021-2022

### Part A: Funding

Performance Targets:	Timings:	To be measured By:	Actual Achievements
Grant Claims	At all times	Lodge claims monthly for the payment of Commonwealth and State Government Grants.	☑ <b>Claims lodged according to grant conditions</b>
Maintain positive Cash Flow	At all times	Positive bank account balances at all times.	☑ <b>Positive cash flow maintained</b>

### Part B: Proposed Flood Mitigation Scheme Works

<b>Gawler River Flood Mitigation Scheme</b>	
One	What will the Mark Two Scheme Include? (Note these steps may occur concurrently and not necessarily in the following order)
Two	Reconfirm with the Constituent Councils that a 1 in 100-year level of protection is the protection standard that is to be pursued in the development of the Gawler River Flood Mitigation Scheme - Mark Two Strategy. N.B. The protection standard does not guarantee full protection for all flood events. <b><i>The Findings Report 2016 advised the 1 in 100 ARI event is considered to be the minimum desirable level of flood protection for new development as well as for much of the existing floodplain development. GRFMA Strategic Plan Priority action 1.2 - Review, with Constituent Councils and stakeholders, design standards for infrastructure works including costs and benefits. The Findings Report 2016 advised enlarging the existing Bruce Eastick North Para Flood Mitigation Dam on the North Para offers the greatest level of protection with least impacts and is rated as the most favoured structural mitigation option. This option deferred pending completion of the Gawler River Storm Water management Plan. Noting feasibility of raising the height of the Bruce Eastick Dam is still a strategic consideration. GRFMA Strategic Plan Priority action 1.4 – In conjunction with the Constituent Councils, develop and implement a schedule of flood mitigation infrastructure works for the Gawler River referencing the Gawler River Stormwater Management Plan.</i></b>



- |       |   |
|-------|---|
| Three | The Gawler River Floodplain Mapping Model should be maintained as the reference tool to demonstrate the level of flood protection and validity of design of land proposed for development as part of the approval process. To achieve this, the model should be upgraded to include recent works such as the Northern Expressway works and the additional floodplain mapping completed as part of the Light River Templers Creek Salt Creek Mapping Study by the Adelaide Plains Council.<br><b>Completed.</b>  |
| Four  | To further develop the preliminary assessment of possible local area levees prepared in the 2008 Gawler River Floodplain Mapping Study at Gawler, Angle Vale and Two Wells and develop a levee strategy for Virginia to a robust design standard with a staging plan. Undertake a cost benefit study for each stage of the plan. <b>Will be a consideration of the Gawler River Stormwater Management Plan 2021/2022</b>  |
| Five  | Establish a protocol with the Floodplain Councils that where development of land in areas identified as 'at risk of flooding' is planned to proceed by the implementation of a local area levee that mapping of the proposed levees on the Gawler River Floodplain Mapping Study Model will be required.<br><b>GRFMA Strategic Plan Priority action 1.4 – In conjunction with the Constituent Councils, develop and implement a schedule of flood mitigation infrastructure works for the Gawler River referencing the Gawler River Stormwater Management Plan.</b>   |
| Six   | Maintain a working relationship with the Australian Rail Track Corporation to ensure that any changes to Railtrack infrastructure of culverts and rail heights are mapped on the Gawler River Floodplain Mapping Study Model to identify any changes to flooding impacts. <b>Ongoing - new replacement of the rail bridge completed April 2021</b>  |
| Seven | Develop a funding strategy for flood protection that is delivered by local area levees on the questions of who should own and maintain the levees and whether local area levees are regional works that the GRFMA should fund or are they local works that are the responsibility of the local Council. <b>Will be a consideration of the Gawler River Stormwater Management Plan 2021/2022</b>   |
| Eight | Investigate opportunities for funding partners and grants to undertake the necessary assessments and designs. <b>Ongoing. GRFMA currently working with Department of Environment and Water on the \$9 Mil Gawler river Flood Mitigation projects GRFMA Strategic Plan Priority action 2.4 – Proactively pursue governance structures and/or management approaches that bring together the various government agencies involved in water management related to the Gawler River to ensure coordinated action is taken to reduce flood risk, while contributing to greater integration of water management.</b> |
| Nine  | The Scheme will also seek to clarify, through the Local Government Association, the policy and legal framework around maintenance of rivers and creeks where those rivers and creeks are part of the regional flood management plan. Under current legislation a landowner is responsible for the condition of a creek or waterway on private land. <b>Pending finalisation of the review by Department Environment and Water. GRFMA submission provided.</b>   |

**Part B: Maintenance of the Scheme**

<b>Performance Targets:</b>	<b>Timings:</b>	<b>To be measured By:</b>	<b>Actual Achievements</b>
Six monthly inspection	June and December	Completion of Inspection Report	☑ <b>Routine inspections completed</b>

**Part C: Operation of the Regional Subsidiary**

<b>Performance Targets:</b>	<b>Timings:</b>	<b>To be measured By:</b>	<b>Actual Achievements</b>
Reports to Stakeholders	Bi-Monthly	Key Outcomes Summary to be published following each Board Meeting	☑ <b>Key Outcomes Summary prepared following GRFMA meetings</b>
Maintain effective Regional Subsidiary	December	The performance of the Executive Officer be reviewed annually Charter Review	☑ <b>Review conducted in December 2021</b> ☑ <b>GRFMA Charter Review (2nd stage) commenced April 2020 - Materially completed pending finalisation of cost share funding model</b>
	August	The appointment of Auditor, Bank Operators, levels of insurance, appropriate registrations, delegations and policies be reviewed annually.	☑ <b>New External Auditor 2019-2024 appointed June 2019</b> ☑ <b>Appropriate levels of insurance reviewed in July 2021</b>
Review of the Business Plan	By 31 <sup>st</sup> March	Review the Business Plan prior to preparing the Budget Forward to the Councils	☑ <b>June 2021 - Business Plan 2021- 2022 adopted</b> ☑ <b>June 2021 - Achievements against the Business Plan 2021 - 2022 presented</b>
Annual Budget	By 31 <sup>st</sup> March, June, October, December	Adopt for consultation forward to Councils- Adopt Budget – copy to Councils in 5 days- Conduct Budget Reviews	☑ <b>2022 - 2023 Draft Budget forwarded in March 2022 to consistent councils for consultation</b> ☑ <b>Budget Reviews 1, 2 and 3 reviewed by GRFMA Audit Committee</b>
Subscriptions	June December	Send half year subscriptions to Council	☑ <b>All first half subscriptions paid</b> ☑ <b>All Second half subscriptions paid</b>

<b>Performance Targets:</b>	<b>Timings:</b>	<b>To be measured By:</b>	<b>Actual Achievements</b>
Report to Constituent Councils	Following each Board meeting By 30 <sup>th</sup> September	The receipt of the following reports by Councils, Board Meeting Key Outcome Summary Annual Report including Annual Financial Statements	<input checked="" type="checkbox"/> <b>Key Outcomes Summary prepared following meetings</b> <input checked="" type="checkbox"/> <b>Annual Report forwarded electronically to Councils.</b>
Governance	Ongoing	Policies and new management framework documents developed and reviewed	<input checked="" type="checkbox"/> <b>Independent review of all GRFMA policies initiated December 2021</b> <input checked="" type="checkbox"/> <b>GRFMA Strategic Plan facilitated and considered at the June 2022 GRFMA Meeting</b> <input checked="" type="checkbox"/> <b>Draft Asset Management Plan and Long Term Financial Plans facilitated for adoption June 2022.</b> <input type="checkbox"/> <b>Charter Review 2 Funding Model not finalised.</b>
Annual Operations		<p>Advocacy for construction of Northern Floodway project</p> <p>Dewatering and repair of the low-level inlet pipe and stilling basin;</p> <p>Scheduled inspection Environmental management of land associated with the Dams location.</p> <p>GRUMP decision support tool to manage flood risk</p> <p>Revegetate land zone around the Bruce Eastick North Para Flood Mitigation Dam.</p>	<p><b>Hiatus. Pending completion of the Gawler River Stormwater Management Plan</b></p> <input checked="" type="checkbox"/> <b>GRFMA currently working with Department of Environment and Water on the \$9 Mil Gawler river Flood Mitigation projects</b> <input checked="" type="checkbox"/> <b>Major repair works facilitated and completed 30 April 2022</b> <input checked="" type="checkbox"/> <b>Removal of Graffiti and security chains attached to HLOP screens completed November 2021</b> <input checked="" type="checkbox"/> <b>Completed April 2022</b> <input checked="" type="checkbox"/> <b>Annual land management lease in place</b>  <input checked="" type="checkbox"/> <b>Completion March 2022</b> <input checked="" type="checkbox"/> <b>Ongoing</b>



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<b>Agenda Item:</b>	<b>8.6</b>
<b>Committee:</b>	<b>Board</b>
<b>Meeting Date:</b>	<b>16 June 2022</b>
<b>Title:</b>	<b>GRFMA Strategic Plan</b>

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**Recommendation:**

**That the GRFMA Strategic Plan 2021-2026, as tabled, be adopted.**

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Copies of the amended GRFMA draft Strategic Plan document were provided to Constituent Councils on 21/12/2022.

See attached for a copy of the amended draft provided.

Councils were invited to provide feedback on the draft GRFMA Strategic Plan and the separate proposal to establish appropriate principles to be applied in any constituent council contribution funding model for major projects.

The GRFMA meeting of 14/4/2022 foreshadowed intent to adopt the draft Strategic Plan at the 17 June 2022 GRFMA meeting (GB 22/16).

See below for Constituent Council feedback on the draft Strategic Plan.

**Adelaide Plains Council**

That Council, having considered Item 4.1 – *Gawler River Floodplain Management Authority Draft Strategic Plan 2021-2026*, dated 12 August 2021, receives and notes the report and in doing so:

1. Acknowledges the extensive body of work undertaken by Jeff Tate Consulting in the preparation of the draft Gawler River Floodplain Management Authority (GRFMA) Strategic Plan 2021-2026
2. Extends our appreciation to both Mr Jeff Tate and the GRFMA for the opportunity to provide comment on the draft Strategic Plan 2021-2026
3. Commends the thrust and direction envisaged under Themes 2 and 3 which point to developing and evolving key relationships and ensuring good governance and ongoing financial sustainability and
4. Expresses concerns surrounding Priority Actions 1.2, 1.4 and 1.5 which point to designing, building and maintaining physical flood mitigation infrastructure for the reasons set out in resolution 2021/207.”

CARRIED UNANIMOUSLY

**The Barossa Council**

That Council:

1. Endorse the Strategic Plan 2021-2026 for the Gawler River Floodplain Management Authority.
2. Supports the concept of the Funding Model outlined as a tool to be applied in relation to clause 11 of the Charter noting that the weightings are to be agreed for each and every project it is proposed to be used.

CARRIED

## **Town of Gawler**

That Council:

1. Notes the Gawler River Floodplain Management Authority - Draft Strategic Plan 2021-2026 report.
2. Endorses the Gawler River Floodplain Management Authority Strategic Plan 2021-2026 noting that it has been developed in accordance with its Charter and aligns with its purpose of coordinating the planning, construction, operation and maintenance of flood mitigation infrastructure in the Gawler River.

CARRIED

## **Playford**

Council endorses the GRFMA Strategic Plan 2021-2026, acknowledging that it reflects the purpose of the Authority to coordinate the planning, construction, operation and maintenance of flood mitigation of the Gawler River.

CARRIED

2021-26

# GRFMA Strategic Plan



Gawler River Floodplain  
Management Authority

W: [www.gawler.sa.gov.au/grfma](http://www.gawler.sa.gov.au/grfma)



The Barossa Council

Gawler



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2. About this Strategic Plan .....	5
3. The Plan .....	7

### **Version control:**

*20 May 2021 20210520 GRFMA SP workshop attendees' draft*

*30 May 2021 20210530 GRFMA SP Board Draft 1 for targetted Board member consideration*

*7 June 2021 20210607 GRFMA SP Board Meeting Draft*

*15 December 2021 20211215 GRFMA SP COUNCIL CONSULTATION DRAFT*

*20 April 2022 20220420 GRFMA STRATEGIC PLAN\_FINAL (this version)*

## First Nations Acknowledgement

The Gawler River Floodplain Management Authority acknowledges that our Constituent Councils and its current and future infrastructure are located on the traditional country of the Kurna, Ngadjuri, and Peramangk people and pays respect to Elders past and present.

We recognise and respect their cultural heritage, beliefs, and relationship with the land. We acknowledge that they are of continuing importance to the Kurna, Ngadjuri, and Peramangk people living today. We also extend that respect to other First Nations people.

## About the Gawler River Floodplain Management Authority

The Gawler River Floodplain Management Authority (GRFMA) is a single purpose regional subsidiary formed under s43 of the *Local Government Act 1999* in 2002. Constituent Councils are Adelaide Hills Council, Adelaide Plains Council, The Barossa Council, Town of Gawler, Light Regional Council, and the City of Playford. The primary focus of the Authority is on flood mitigation for the Gawler River which has a long history of flooding, causing damage to private and publicly owned properties.

A Board comprising an independent chair and two members (one being an Elected Member and one being a staff member, with deputy members also appointed when the member is unable to attend meetings) from each Constituent Council is the governing body for the Authority. There is also a Technical Advisory Panel and an Audit and Risk Committee.

Budget revenue is sourced from predetermined “formulae based” financial contributions by the six Constituent Councils, and external funding opportunities.

A part-time contract Executive Officer and an additional part-time contract administrative person are the only ongoing personnel resources, assisted from time to time by staff from the Constituent Councils.

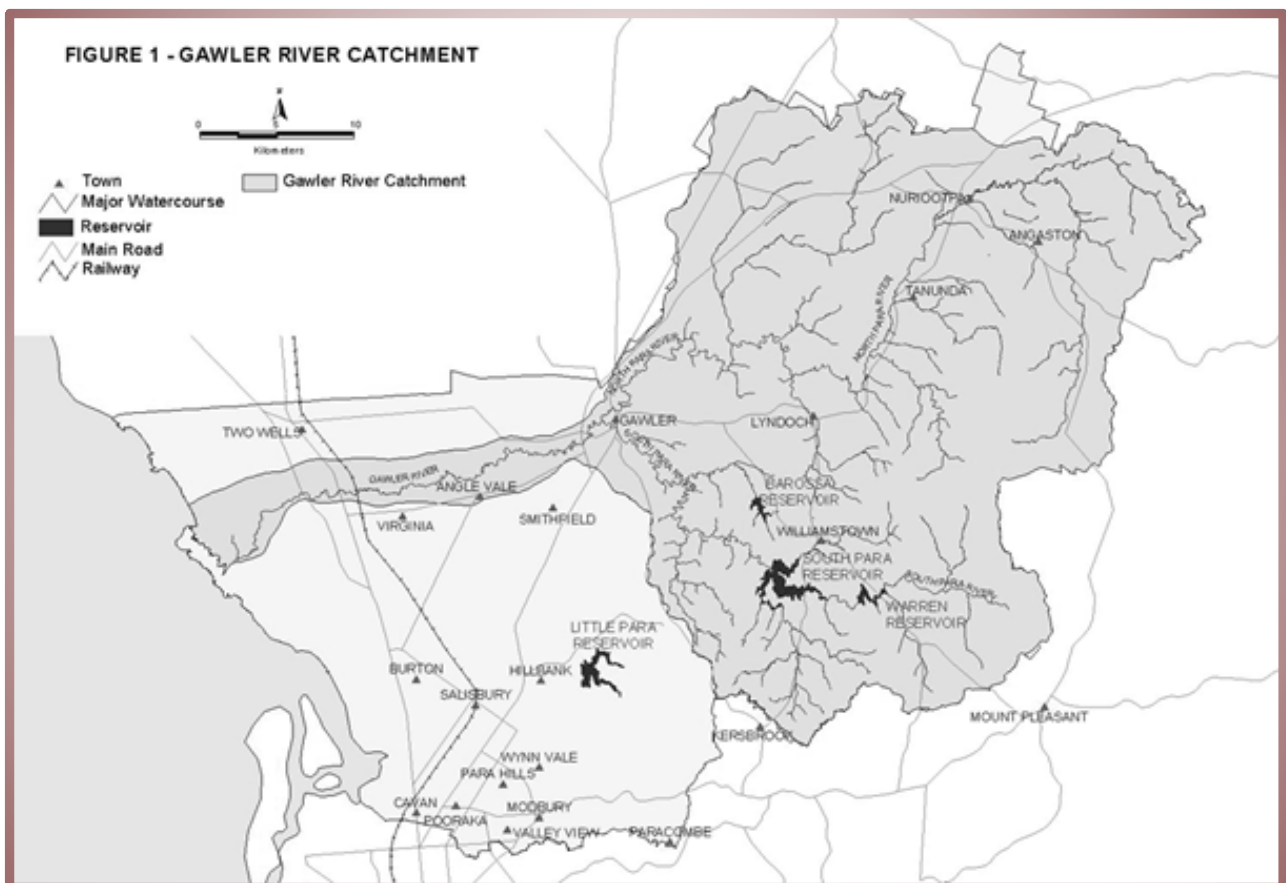




## The Gawler River

The Gawler River is formed by the confluence of the North Para and South Para in the town of Gawler and is located in the Adelaide Plains district of South Australia. The district surrounding the river produces cereal crops and sheep for both meat and wool, as well as market gardens, almond orchards and vineyards. The farm gate output of the Gawler River floodplain horticultural areas is estimated to be at least \$355 million.

The river is subject to periodic flood events. The catchment is identified in the state's flood hazard plan as a significant flood risk. The River has been flooded on average every 10 years over the past 160 years (known records). Most recently, large floods have occurred in 1992 (September, October, December), November 2005 and October 2016.



## Previous Achievements

- Construction of the flood control Dam on the North Para (Bruce Eastick North Para Flood Mitigation Dam) in 2007.
- Facilitated Gawler River Open Space Strategy 2008.
- Modification of the South Para Reservoir Dam and spillway in 2012.
- Extensive flood mapping and hydrology reports facilitated.
- Completed the Gawler River 2016 Flood Review.

## Strategic Projects

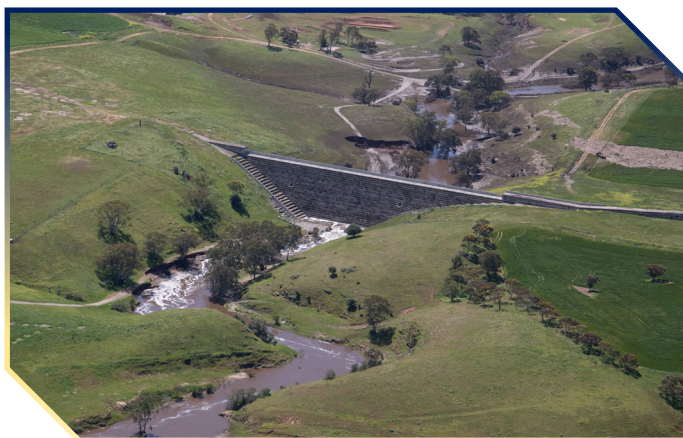
Management and maintenance of the Bruce Eastick North Para Flood Mitigation Dam.

Partnering with the SA Government to deliver the Gawler River Flood Mitigation initiatives (SA Government funding allocation of \$9m over three years).

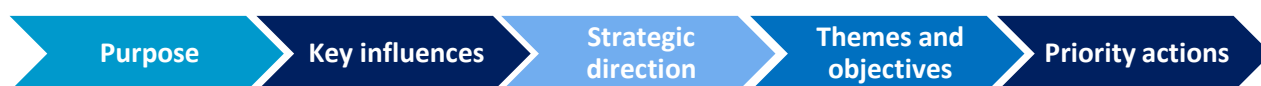
Commenced the Gawler River Stormwater Management Plan.

Finalising Gawler River Flood Mitigation Planning (GRUMP).

## About this Strategic Plan



This Strategic Plan has been developed by the GRFMA Board to guide its activities and also communicate its strategic directions and priority actions for the period 2021 to 2026, as well as matters for consideration beyond 2026 (nominally 2036). It follows a flow from **PURPOSE** to consideration of **KEY INFLUENCES** on the Authority's activities, to **STRATEGIC DIRECTIONS** to be followed, to **PRIORITY ACTIONS** aimed at achieving **OBJECTIVES** that support the strategic directions, grouped under three **THEMES**. The flow is described in the following diagram.



## Roles

Councils and subsidiary bodies can have different roles depending on legislative requirements and other considerations. The following table provides a broad outline of potential roles.

Role	Description
No role	There is no identified role for the organisation.
Information channel	Information about a service or activity of other bodies is channelled by the organisation through, for example, links to the websites of those bodies.
Advocate	<b>The organisation may advocate to another government (or other organisation) for certain things to happen.</b>
Facilitator	<b>A step further from advocacy where the organisation may join with other parties to work out a solution to an issue affecting the area.</b>
Agent	Typically, this would involve the organisation delivering a service, funded by a government agency, that is, or likely to be regarded as, the responsibility of another government.
Part funder	The organisation either provides funding to another body to meet part of the cost of that body providing a function/service activity, or receives funding from another body (usually a government agency) to meet part of the cost of the organisation delivering the function/service activity.
Asset owner	<b>As the owner (or custodian) of an asset, the organisation has responsibility for capital, operating and maintenance costs.</b>
Regulator	The organisation has a legislated regulatory role for which it is required to fund from its own resources.
Service provider	The full cost (apart from fees for cost recovery, government grants etc) of a service or activity is met by the organisation.



Most relevant to the Authority are the bolded roles of **Advocate**, **Facilitator**, and **Asset Owner** given the (poorly defined) shared responsibility between Local and State Government for flood mitigation. The priority actions in the Strategic Plan each include a role for the Authority which should be read in conjunction with the above table. Also included for each priority action is a description of Why the action is to be taken, How and When it will be undertaken, and by Whom.

## Measuring and Monitoring Performance Against the Plan

Performance measures, set out under each theme in the Strategic Plan, will assist in monitoring achievement of the stated objectives. Progress against the Plan will be reported annually in the Board's annual report.



## Reviewing the Plan



Although the Plan has been developed for a five year horizon, things can change quickly. The Strategic Plan will be reviewed after the Gawler River Stormwater Management Plan is completed to make any adjustments required as a result of that plan and annually thereafter at a Board workshop to refresh it as required.

## The Plan

### Our Purpose



The Authority is a separate legal entity that operates in accordance with a Charter agreed by all six Constituent Councils. Our purpose is set out in clause 3 of the Charter:

*The Authority has been established for the purpose of coordinating the planning, construction, operation and maintenance of **flood mitigation infrastructure for the Gawler River**, and for the following functions:*

- 3.1.1 to raise finance for the purpose of developing, managing and operating and maintaining works approved by the Board;*
- 3.1.2 to provide a forum for the discussion and consideration of topics relating to the Constituent Councils' obligations and responsibilities in relation to management of flooding of the Gawler River;*
- 3.1.3 to advocate on behalf of the Constituent Councils and their communities where required to State and Federal Governments for legislative policy changes on matters related to flood mitigation and management and associated land use planning with Gawler River flood mitigation;*
- 3.1.4 to facilitate sustainable outcomes to ensure a proper balance between economic, social, environmental, and cultural considerations; and*
- 3.1.5 to provide advice as appropriate to the Constituent Councils in relation to development applications relevant to the Authority's roles and functions.*

As can be seen from the wording in the Charter, the Authority's primary focus is on flood mitigation infrastructure for the Gawler River and all other functions listed in clause 3 are subsidiary to that purpose. The plan only relates to matters directly within the remit of the GRFMA and does not recognise matters and events external to its responsibilities.

## Key Influences

Numerous factors have a significant influence on the operations of the Authority. These include:

- Arrangements for managing stormwater in South Australia are very complicated, reflecting incremental changes over time in legislation, guidelines, structures, and funding arrangements. For the Authority, specific concerns are:
  - There is no clear definition of the responsibilities of levels of government for managing stormwater.
  - Floodplain management is not well recognised in the current framework for stormwater management.
  - Responsibilities for different aspects of managing the Gawler River sit with various (mostly SA Government) agencies, yet there is no overarching structure, body, or plan to ensure an integrated approach to managing it.
  - Most of the Gawler River is located on private land (a common situation in South Australia) which restricts the ability of the Authority (and other bodies) to carry out its functions.
  - Most flood management initiatives within the Gawler River catchment and floodplain are beyond the capacity of Constituent Councils to fund and State and Federal Government engagement and funding support will be required before any such initiatives are to be realised.
- The effects of flooding on intensive food production and residential properties on the Northern Adelaide Plains.
- Impacts of climate change on the timing, frequency, and volumes of flows into the River.
- Changes in stormwater flows and the risks of flooding associated with new residential development in the Gawler River catchment.
- The level of community understanding of the risks of flooding and how individuals can reduce the risks.
- Signs of growing interest in the concept of water cycle management with greater integration of different aspects of water management, including stormwater and floodwater.
- Differences in perspectives and priorities between upstream and downstream Constituent Councils in relation to beneficiaries, funding arrangements, and priorities.
- The limited resource base of the Authority, which is supplemented on an ad-hoc basis through partnering with Constituent Councils.





## Our Strategic Direction

Consistent with our purpose, we will focus on planning for, building, and maintaining physical infrastructure that helps to mitigate the impacts of flooding in the Gawler River. Completion of the Stormwater Management Plan for the Gawler River early in the life of this Strategic Plan is an important step in that regard. To assist with achieving that purpose, we will also:

- Monitor and respond to new information about climate change and hydrological influences.
- Seek improved funding arrangements for stormwater and floodplain management for the Gawler River and in South Australia generally.
- Contribute to strategic public agency discussions that may lead to better arrangements for an integrated approach to water management in the Gawler River and wider catchment.
- Annually consider our performance to ensure we are operating at a high level.
- Ensure there is clarity about the respective roles and responsibilities of the Authority and Constituent Councils in relation to mitigating flooding in the Gawler River, and there are suitable partnering arrangements in place to keep administrative costs low.
- Assist with information and advice for stakeholders along the Gawler River impacted by flooding.
- Develop other strategic documents to ensure the path to maintaining financial sustainability is clear.
- Consider the lifespan of the Authority beyond the creation of physical infrastructure.



## Themes & Objectives

The Plan is arranged under three themes, each with its own objective, related to the outcomes to be pursued.

### Theme 1: Design, build, and maintain physical flood mitigation infrastructure

**Objective:** To have in place an agreed extent of physical flood mitigation infrastructure that is fit for purpose and achieves the targeted levels of performance.

### Theme 2: Develop and evolve key relationships

**Objective:** To maintain key relationships that are most important to the Authority achieving its purpose.

### Theme 3: Ensure good governance and ongoing financial sustainability

**Objective:** To ensure that the Authority meets legislative requirements and contemporary standards of governance and is financially sustainable for the long term.

## Our Priority Actions

### Theme 1: Plan, design, build, and maintain physical flood mitigation infrastructure

**Objective:** To have in place an agreed extent of physical flood mitigation infrastructure that is fit for purpose and achieves the targeted levels of performance.

#### Performance measures

- 1) Agreed infrastructure projects are delivered on time and on budget.
- 2) Infrastructure is fit for purpose and delivers the benefits for which it was designed.
- 3) Infrastructure is maintained efficiently and to an agreed level of condition.



### Priority Action 1.1 – Finalise preparation of the Gawler River Stormwater Management Plan.

- **Role:** Asset owner
- **Why:** The Gawler River Stormwater Management Plan will be the key document to assist in determining physical and other works required to reduce the risks and impacts of flooding.
- **How:** Through the appointed consultant and supporting project governance arrangements.
- **When:** Year 1 of implementation of the Strategic Plan.
- **Who:** SMP Project Manager and oversight by the SMP Project Steering Committee.

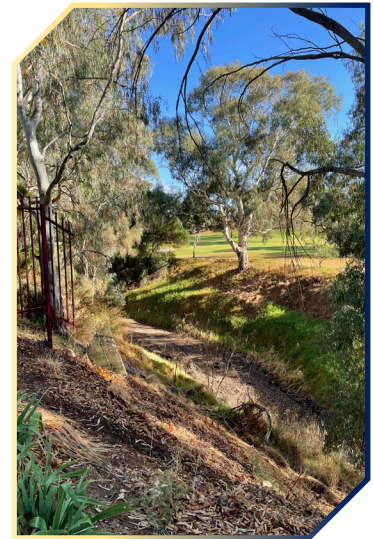
### Priority Action 1.2 – Review, with Constituent Councils and stakeholders, design standards for infrastructure works including costs and benefits.



- **Role:** Asset owner
- **Why:** The default policy position of the Authority has been for a 1 in 100 year design standard. Reviewing that policy position through consideration of the costs and benefits of various design standard scenarios will assist in identifying appropriate standards.
- **How:** As part of developing the Gawler River Stormwater Management Plan.
- **When:** In conjunction with developing the Gawler River Stormwater Management Plan.
- **Who:** SMP Project Manager and oversight by the SMP Project Steering Committee.

**Priority Action 1.3 – Consider the requirement to review hydrological models on the release of new industry accepted climate and rainfall models.**

- **Role:** Asset owner
- **Why:** The Gawler River Stormwater Management Plan will be based on the latest industry accepted climate and rainfall models. As new data becomes available the models may change.
- **How:** Partner with one or more Constituent Councils, the Northern and Yorke Landscape Board, and Green Adelaide.
- **When:** Undertake as new climate and rainfall models are released.
- **Who:** Board to initiate partnering program with other organisations to access information and advice.



**Priority Action 1.4 – In conjunction with the Constituent Councils, develop and implement a schedule of flood mitigation infrastructure works for the Gawler River referencing the Gawler River Stormwater Management Plan.**

- **Role:** Asset owner
- **Why:** A schedule of works will enable the Authority and Constituent Councils to plan for implementation of the projects and seek funding from the State and Federal Governments.
- **How:** Through discussions and agreement with Constituent Councils and engagement with the State and Federal Governments.
- **When:** Develop the schedule of works in Year 1 of implementation of the Strategic Plan and implement projects as suitable funding arrangements are in place.
- **Who:** Executive Officer to initiate.

**Priority Action 1.5 – Report annually on progress with implementation of the Gawler River Stormwater Management Plan, including the planning and delivery of associated works and actions by Constituent Councils and other bodies.**



- **Role:** Asset owner and potentially advocate
- **Why:** Formal annual reporting on progress will ensure implementation of the SMP receives the attention it deserves and help to identify any gaps or barriers to delivery.
- **How:** Include in the Annual Report.
- **When:** Commence in year 2 of implementation of the Strategic Plan.
- **Who:** Executive Officer to initiate.
- **Theme 2: Develop and evolve key relationships**



- **Objective:** To maintain key relationships that are most important to the Authority achieving its purpose.
- **Performance measures**
  - 1) Key relationships are in place and are assisting the Authority to undertake its functions.
  - 2) Opportunities to bring together government agencies to improve governance arrangements for managing the Gawler River are adequately pursued.
  - 3) Opportunities to advocate for and/or respond to potential improvements to arrangements for stormwater and floodplain management are adequately pursued.
  - 4) The Board is satisfied that it has an adequate understanding of community views about flooding.

**Priority Action 2.1 - Working with the Constituent Councils, develop a framework to clearly articulate the respective roles and responsibilities of the Authority and the Councils and suitable partnering arrangements to maintain a low cost base for the Authority.**

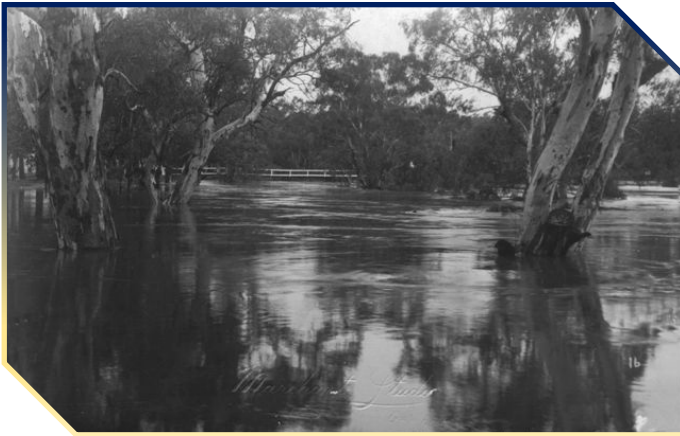
- **Role:** Asset owner
- **Why:** There is a symbiotic relationship between the Authority and the Constituent Councils under which each has their own roles and responsibilities. Documenting the respective roles and responsibilities would provide clarity for all parties. Identification of partnering opportunities within the capacities of the Councils (e.g., in relation to monitoring information about climate change and climate change policy, and water policy) in delivering the functions, operations and project management required of the Authority would help to keep the Authority's administrative costs low.
- **How:** Working group of Council staff on the Board and the Executive Officer.
- **When:** Year 1 of implementation of the Strategic Plan.
- **Who:** Executive Officer to initiate.



**Priority action 2.2 - Develop and implement an annual (or other agreed frequency) assessment by seeking and evaluating Constituent Councils' views about the Authority's performance and actions under the roles and responsibilities framework in Priority Action 2.1, as well as their own performance under the framework.**

- **Role:** Asset owner
- **Why:** The Constituent Councils all have their own interests and a formal process for obtaining and assessing their feedback would allow the Authority to identify any areas requiring attention. It would also allow the Councils to assess their own performance under the roles and responsibilities framework.
- **How:** A framework for the assessment process could initially be discussed by the Board and with the Constituent Councils, and then be the subject of reports to future Board meetings until an agreed process is determined.
- **When:** Year 2 of implementation of the Strategic Plan.
- **Who:** Executive Officer to initiate, possibly with assistance of staff of the Constituent Councils.

**Priority Action 2.3 – Continue to advocate for improved governance and funding arrangements for flood avoidance, resilience, and mitigation in South Australia.**



- **Role:** Advocate/facilitator
- **Why:** With frontline experience the Authority is well positioned to develop a narrative about changes that are required to improve governance and funding arrangements for flood avoidance and mitigation.
- **How:** Develop the narrative and identify opportunities to share it with key bodies and individuals.
- **When:** Develop the narrative in Year 1 of implementation of the Strategic Plan.
- **Who:** Executive Officer to initiate, possibly with assistance of staff of the Constituent Councils.

**Priority Action 2.4 – Proactively pursue governance structures and/or management approaches that bring together the various government agencies involved in water management related to the Gawler River to ensure coordinated action is taken to reduce flood risk, while contributing to greater integration of water management.**

- **Role:** Advocate/facilitator
- **Why:** No single body has responsibility, authority, or funding to holistically manage all water aspects for the Gawler River or other watercourses in South Australia. Working together between agencies can help to achieve an integrated approach and deliver better economic, environmental, and social outcomes.
- **How:** Either initiate or respond to discussions about improved integration.
- **When:** Year 2 of implementation of the Strategic Plan.
- **Who:** Executive Officer and Chair to initiate.

**Priority Action 2.5 - With Constituent Councils, monitor community views about flood control and management and factor into communication about the Authority's functions.**

- **Role:** Asset owner
- **Why:** Understanding community views about flood control and management is an important element of planning for both the Authority and Constituent Councils.
- **How:** Develop and implement a program across multiple Constituent Councils to build understanding.
- **When:** Year 2 of implementation of the Strategic Plan, taking account of material in the Gawler River Stormwater Management Plan.
- **Who:** Executive Officer to initiate, possibly with assistance of staff of the Constituent Councils.



**Priority Action 2.6 - Assist the Constituent Councils in communicating with general communities and specific interest groups in relation to flood mitigation for the Gawler River.**

- **Role:** Asset owner
- **Why:** Communication with communities is likely to be a joint activity between the Constituent Councils and the Authority.
- **How:** Work with key staff of the Constituent Councils on a program of communication activities based on timing and/or specific trigger events.
- **When:** Year 1 of implementation of the Strategic Plan.
- **Who:** Executive Officer to initiate.
- **Theme 3: Ensure good governance and ongoing financial sustainability**
- **Objective:** To ensure that the Authority meets legislative requirements and contemporary standards of governance and is financially sustainable for the long term.
- **Performance measures**
  - 1) The Board has a clear understanding of the Authority's performance and addresses any areas identified as requiring attention.
  - 2) A full suite of strategic documents as required in the GRFMA Charter is developed in the agreed timeframe, kept up to date, and used to assist in decision making.
  - 3) Financial sustainability targets are met.



**Priority Action 3.1 - Implement the agreed outcomes from Charter Review 2 which was finalised in 2020.**

- **Role:** Advocate, facilitator, asset owner
- **Why:** The second stage of reviewing the Authority's Charter was completed late in 2020. Implementation of agreed outcomes from the review will finalise that process.
- **How:** Once agreement is reached with all Constituent Councils, determine a timeline for processing the changes required to the Charter.
- **When:** Year 1 of implementation of the Strategic Plan.
- **Who:** Executive Officer to initiate.

**Priority Action 3.2 - Consider annually the Authority's performance and identify any changes that may be required to the Charter, the Strategic Plan, policy settings, relationships, and communication and engagement.**

- **Role:** Asset owner
- **Why:** A formal requirement for the Board to consider performance can be used as a means of identifying and addressing gaps or problems in the Authority's operations.
- **How:** Initial discussion at a Board meeting, followed by a report by the Chair and Executive Officer.
- **When:** Year 1 of implementation of the Strategic Plan.
- **Who:** Executive Officer and Chair to initiate.

**Priority Action 3.3 – Develop fit for purpose risk management, asset management, and long term financial plans.**



- **Role:** Asset owner
- **Why:** The Charter requires these plans to be prepared and adopted. All three Plans will assist the Board in decision making and show that risk, asset management, and long term financial planning are being addressed.
- **How:** Working groups of the Executive Officer and relevant staff from the Constituent Councils could advise on and oversee project arrangements to develop the Plans.
- **When:** Complete over a period agreed by the Board.
- **Who:** Executive Officer to initiate.

**Priority Action 3.4 – Determine the future lifespan of the Authority and scenarios for ownership, management, maintenance, and replacement of its assets.**

- **Role:** Asset owner
- **Why:** The question of the lifespan of the Authority is important for clarity about future arrangements for managing its assets and the steps required to successfully implement those arrangements.
- **How:** Board workshops, supplemented by specialist advice as required, informed by the Gawler River Stormwater Management Plan.
- **When:** Year 5 of implementation of the Strategic Plan.
- **Who:** Executive Officer to initiate.

**Priority Action 3.5 - Continue to work with Constituent Councils and their external auditors and the Authority's audit committee and external auditor to reach an acceptable position in relation to the funding of depreciation.**

- **Role:** Asset owner
- **Why:** Depreciation of the Authority's assets is currently not funded through annual budgets and there are differing opinions about whether that should remain the case.
- **How:** Through a working group of the Executive Officer and Constituent Council finance staff, consulting with the Authority's audit committee and external auditor, and the external auditors of the Constituent Councils.
- **When:** After completion and adoption of the Asset Management Plan and Long Term Financial Plan and with reference to the Gawler River Stormwater Management Plan.
- **Who:** Initiated by the Executive Officer and undertaken by the Working group shown under "How" above.

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<b>Agenda Item:</b>	<b>8.7</b>
<b>Committee:</b>	<b>Board</b>
<b>Meeting Date:</b>	<b>16 June 2022</b>
<b>Title:</b>	<b>GRFMA Annual Business Plan 2022/2023</b>

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**Recommendation:**

**That pursuant to Clause 12.2 of the Charter, the GRFMA Business Plan 2022-2023 be adopted.**

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**GRFMA Annual Business Plan**

The Gawler River Floodplain Management Authority is established by the Constituent Councils as a regional subsidiary pursuant to Section 43 and Schedule 2 of the Local Government Act 1999.

The GRFMA Charter (2020) provides the Authority must prepare a budget for the forthcoming financial year.

The Budget must:

- deal with each principal activity of the Authority on a separate basis;
- be consistent with and account for activities and circumstances referred to in the Authority's Annual Business Plan;
- be submitted in draft form to each Constituent Council before 31 March for approval;
- not be adopted by the Authority until after 31 May but before 30 September;
- identify the amount of and the reasons for the financial contributions to be made by each Constituent Council to the Authority.

The Authority shall also have an Annual Business Plan in respect of the ensuing 12 months.

The Annual Business Plan must:

- state the services to be provided by the Authority;
- identify how the Authority intends to manage service delivery;
- identify the performance targets which the Authority is to pursue;
- provide a statement of financial and other resources and internal processes that will be required to achieve the performance targets and objectives of the Authority; and
- specify the performance measures that are to be used to monitor and assess performance against targets.

The draft the 2022-2023 GRFMA Annual Business Plan was considered at the 7/02/2022 GRFMA Audit Committee Meeting and the 17/2/2022 GRFMA Meeting.

GRFMA correspondence seeking consideration of the draft 2022/2023 GRFMA Annual Business Plan and Budget was provided to constituent councils on 23/02/2022.

Subsequent advice of endorsement of the draft 2022/2023 GRFMA Annual Business Plan and Draft Budget has been received from the following constituent councils.

<b>Council</b>	
Adelaide Hills	<p>Council resolves:</p> <ol style="list-style-type: none"> <li>1. That the report be received and noted</li> <li>2. To advise the Board of the Gawler River Floodplain Management Authority that it has reviewed its 2022-23 Annual Business Plan and approves the Adelaide Hills Council's contribution of \$29,167 as set out in the draft 2022-23 Budget</li> </ol>
Adelaide Plains	<p>That Council, having considered Item 14.1 – 2022/2023 Gawler River Floodplain Management Authority Draft Annual Business Plan and Budget, dated 28 March 2022, Receives and notes the report and in doing so instructs the Chief Executive Officer to write to the Executive Officer of the Gawler River Floodplain Management Authority to advise that Council does not object to thrust and direction of the 2022/2023 Gawler River Floodplain Management Authority Draft Annual Business Plan and Budget, noting of course that Council has already adopted positions regarding a number of initiatives currently on foot at subsidiary level which form part of next year's program."</p>
Barossa	<p>That Council endorse the Draft the Gawler River Floodplain Management Authority Draft 2022/2023 Annual Business Plan and draft Consolidated Budget 2022-2023 as circulated to Constituent Councils.</p>
Gawler	<p>That Council:</p> <ol style="list-style-type: none"> <li>1. Notes the Gawler River Floodplain Management Authority - Draft Annual Business Plan 2022 - 2023 and Draft Annual Budget 2022 - 2023 Report.</li> <li>2. Endorses the Gawler River Floodplain Management Authority Draft Annual Business Plan 2022 - 2023.</li> <li>3. Endorses the Gawler River Floodplain Management Authority Draft Annual Budget 2022 – 2023.</li> <li>4. Advises the Gawler River Floodplain Management Authority of its decision.</li> </ol>
Light	<p>That Council:</p> <ol style="list-style-type: none"> <li>1. Support the adoption of the attached Gawler River Floodplain Management Authority 2022 – 2023 Draft Budget and 2022 – 2023 Draft Annual Business Plan; 2. Fund the requested Member Council contribution to support the Gawler River Floodplain Management Authority 2020 – 2021 Draft Budget and 2020 – 2021 Draft Annual Business Plan to the value of \$35,774 through its 2022 – 2023 Financial Year budget deliberations;</li> </ol>
Playford	<p>That Council endorse the Draft 2022-23 Gawler River Floodplain Management Authority Business Plan and Budget (Attachments 1&amp;2).</p>

## 2022- 2023 GRFMA Annual Business Plan

The format of the Annual Business Plan has been constructed utilising format of the previous GRFMA Business Plan document plus new content sourced from the draft GRFMA Strategic Plan. Key elements contained in the 2022/2023 draft Annual Business Plan identify:

## Priority Actions 2022/2023

**Finalise preparation of the Gawler River Stormwater Management Plan.** The Gawler River Stormwater Management Plan will be the key document to assist in determining physical and other works required to reduce the risks and impacts of flooding.

**Review, with Constituent Councils and stakeholders, design standards for infrastructure works including costs and benefits.** The default policy position of the Authority has been for a 1 in 100 year design standard. Reviewing that policy position through consideration of the costs and benefits of various design standard scenarios will assist in identifying appropriate standards.

**In conjunction with the Constituent Councils, develop and implement a schedule of flood mitigation infrastructure works for the Gawler River referencing the Gawler River Stormwater Management Plan.** A schedule of works will enable the Authority and Constituent Councils to plan for implementation of the projects and seek funding from the State and Federal Governments.

**Working with the Constituent Councils, develop a framework to clearly articulate the respective roles and responsibilities of the Authority and the Councils and suitable partnering arrangements to maintain a low cost base for the Authority.** Identification of partnering opportunities within the capacities of the Councils (e.g., in relation to monitoring information about climate change and climate change policy, and water policy) in delivering the functions, operations and project management required of the Authority would help to keep the Authority's administrative costs low.

**Continue to advocate for improved governance and funding arrangements for flood avoidance, resilience, and mitigation in South Australia.** With frontline experience the Authority is well positioned to develop a narrative about changes that are required to improve governance and funding arrangements for flood avoidance and mitigation.

The Authority will continue to work with the Department for Environment and Planning, in consultation with constituent councils, on implementation and funding arrangements for the State Government funded Gawler River Flood Mitigation Program.

**Assist the Constituent Councils in communicating with general communities and specific interest groups in relation to flood mitigation for the Gawler River.** Communication with communities is likely to be a joint activity between the Constituent Councils and the Authority. This to include, subject to funding, implementation of the Gawler River Flood Disaster Mitigation Program, Community Flood Resilience Project Plan. The 3 year program seeks to provide information, tools, and assistance for the community to learn about flood risk, be aware of what they can do, know how to receive flood warnings, and be prepared to act in the event of a flood

**Implement the agreed outcomes from Charter Review 2 which was finalised in 2020.** The second stage of reviewing the Authority's Charter was completed late in 2020. Implementation of agreed outcomes from the review will finalise that process.

**Develop fit for purpose risk management, asset management, and long term financial plans.** The Charter requires these plans to be prepared and adopted. All three Plans will assist the Board in decision making and show that risk, asset management, and long term financial planning are being addressed.

**Maintenance and operations of the scheme during 2022 to 2023 will include:**

Implementation of requirements of the reviewed Operation and Maintenance Manual.

Continuation of the revegetation program around land associated with the Bruce Eastick North Para Flood Mitigation Dam.

Scheduled inspections and environmental management of land associated with the Dam location will be undertaken in accordance with ANCOLD recommendations. Principality Routine (monthly), Intermediate (annually), Comprehensive (every 5 years due 2022/2023).

Completion of identified repairs to the Bruce Eastick North Para Flood Mitigation Dam.

See attached for a copy of the 2022/2023 draft Annual Business Plan.





# GRFMA ANNUAL BUSINESS PLAN

## 2022-2023

### Gawler River Floodplain Management Authority

#### Constituent Councils:

*Adelaide Hills Council*

*Adelaide Plains Council*

*The Barossa Council*

*Town of Gawler*

*Light Regional Council*

*City of Playford*

**Gawler**



# Business Plan 2022-2023

## Gawler River Floodplain Management Authority (GRFMA)

### The Gawler River

The Gawler River is formed by the confluence of the North Para and South Para in the town of Gawler and is located in the Adelaide Plains district of South Australia. The district surrounding the river produces cereal crops and sheep for both meat and wool, as well as market gardens, almond orchards and vineyards. The farm gate output of the Gawler River floodplain horticultural areas is estimated to be at least \$355 million.

### History

The river is subject to periodic flood events.



#### Desirable Levels of Protection Cost of Flooding

Flood Frequency (ARI)	Estimated Damages
1 in 10	\$15m
1 in 20	\$24m
1 in 50	\$102m
1 in 100	\$182m
1 in 200	\$212m
Average Annual Damage	\$7.40m
Present Value of Damages	\$109m

#### Properties at Risk

Flood Frequency (ARI)	Number of residential properties within each hazard rating			
	Low	Medium	High	Extreme
1 in 50	1056	785	483	236
1 in 100	1559	1451	1179	457
1 in 200	1814	1652	1419	615



## Purpose of the GRFMA

The Gawler River Floodplain Management Authority (GRFMA) was formed as a Regional Subsidiary under Section 43 and Schedule 2 of the Local Government Act 1999 on 22 August 2002. The Constituent Councils are the Adelaide Hills Council, The Adelaide Plains Council, The Barossa Council, The Town of Gawler, Light Regional Council, and the City of Playford.

The Authority has been established for the following purposes:

- to co-ordinate the construction, operation and maintenance of flood mitigation infrastructure for the Gawler River. This purpose is the core business of the Authority;
- to raise finance for the purpose of developing, managing and operating and maintaining works approved by the Board;
- to provide a forum for the discussion and consideration of topics relating to the Constituent Council's obligations and responsibilities in relation to management of flood mitigation for the Gawler River; and
- upon application of one or more Constituent Councils pursuant to clause 12.4:
  - to coordinate the construction, maintenance and promotion and enhancement of the Gawler River and areas adjacent to the Gawler River as recreational open space for the adjacent communities; and
  - to enter into agreements with one or more of the Constituent Councils for the purpose of managing and developing the Gawler River.

Numerous factors have a significant influence on the operations of the Authority.

These include:

- Arrangements for managing stormwater in South Australia are very complicated, reflecting incremental changes over time in legislation, guidelines, structures, and funding arrangements.

For the Authority, specific concerns are:

- o There is no clear definition of the responsibilities of levels of government for managing stormwater.
- o Floodplain management is not well recognised in the current framework for stormwater management.
- o Responsibilities for different aspects of managing the Gawler River sit with various (mostly SA Government) agencies, yet there is no overarching structure, body, or plan to ensure an integrated approach to managing it.
- o Most of the Gawler River is located on private land (a common situation in South Australia) which restricts the ability of the Authority (and other bodies) to carry out its functions.
- o Most flood management initiatives within the Gawler River catchment and floodplain are beyond the capacity of Constituent Councils to fund and State and Federal Government engagement and funding support will be required before any such initiatives are to be realised.

- The effects of flooding on intensive food production and residential properties on the Northern Adelaide Plains.
- Impacts of climate change on the timing, frequency, and volumes of flows into the River.
- Changes in stormwater flows and the risks of flooding associated with new residential development in the Gawler River catchment.
- The level of community understanding of the risks of flooding within the entire catchment and how individuals can reduce the risks.
- Signs of growing interest in the concept of water cycle management with greater integration of different aspects of water management, including stormwater and floodwater.
- Differences in perspectives and priorities between upstream and downstream Constituent Councils in relation to beneficiaries, funding arrangements, and priorities.
- The limited resource base of the Authority, which is supplemented on an ad-hoc basis through partnering with Constituent Councils.

## Governance

The Authority is governed by the Board of management. The Board comprises of:

- One independent person, who is not an officer, employee or elected member of a Constituent Council, to be appointed as the Chairperson of the Board of Management of the GRFMA for a term of two years.
- Two persons appointed from each of the six Constituent Councils (12 members in total). Council appointees comprise of the Council CEO, or delegate and one Elected Member.
- Deputy Board members as appointed by each Constituent Council.

## The Board

The Members of the Board are:

Council	Board Members	Deputy Board Members
<b>Chairperson and Independent Member</b>	Mr Ian Baldwin	
<b>Adelaide Hills Council</b>	Cr Malcolm Herrmann Mr Ashley Curtis	Cr Pauline Gill
<b>Adelaide Plains Council</b>	Cr Terry-Anne Keen Mr James Miller	Cr John Lush Ms Sheree Schenk
<b>The Barossa Council</b>	Mayor Bim Lange Mr Gary Mavrinac	Cr Russell Johnstone
<b>Town of Gawler</b>	Cr Paul Koch Mr Sam Dilena	Cr Kelvin Goldstone
<b>Light Regional Council</b>	Cr William Close Mr Brian Carr	Mr Andrew Philpott
<b>City of Playford</b>	Cr Peter Rentoulis Mr Greg Pattinson	Cr Clinton Marsh

A Technical Assessment Panel has been appointed to support the decision-making processes of the Board with delegated powers to provide advice and manage the technical aspects of the design, assessment and construction of the various parts of the Scheme.

The Members of the Panel are:

- Mr Ian Baldwin, Independent Chair
- Ms Ingrid Franssen, Manager Flood Management, DEWN
- (vacant), SA Water
- Mr Matt Elding, The Barossa Council
- Mr Braden Austin, Playford Council
- Mr David Hitchcock, Executive Officer

An Audit Committee has been appointed to review:

- The annual financial statements to ensure that they present fairly the financial state of affairs of the Board; and
- The adequacy of the accounting, internal control, reporting and other financial management systems and practices of the Board on a regular basis.

The Members of the Audit Committee are:

- Mr Peter Brass, Independent Member and Chair
- Cr Malcolm Herrmann, Adelaide Hills Council
- Mr Greg Pattinson, City of Playford

A suite of Policies have been adopted to provide management guidelines for the day-to-day business of the GRFMA. The policies are currently being reviewed in accordance with the established two year periodical review process.

Policies include

- Access to Meetings and Documents
- Internal Review of Decisions
- Procurement and Operations
- Dam Valuation
- Public Consultation
- Treasury Management



Further work is being undertaken to establish and adopt appropriate further policy documents as required (Public Interest Disclose, Fraud and Corruption Prevention etc).

To meet the statutory and operational responsibilities the Authority will maintain appointment of a part time Executive Officer, and an Auditor, on a contract basis.

Dean Newbery and Partners have been appointed as the external auditor until 2023/24.

The Authority is required to hold a minimum of 6 meetings per year and to provide the required Business Plans, Budgets Reports and Audited Statements to its Constituent Councils required by the Charter and Local Government 1999.

The Authority will conduct two reviews each year of its performance against the targets set in this Business Plan that will form part of the report to its Constituent Councils and will be included in its Annual Report.

## Cost of Operations

The scope of the GRFMA annual budget and operations is small in comparison to the extensive undertakings by Constituent Councils.

Principally the budget revenue is sourced from predetermined “formulae based” financial contributions by the six Constituent Councils, opportunistic funding applications and some interest from financial institutions. Recently any shortfalls in income (over expenditure) have been met from reserves.

Expenditure is principally budgeted on estimated costs of executive management and administrative and governance requirements of the Authority according to its charter. Some costs are incurred with maintenance of the Bruce Eastick North Para River Flood Mitigation Dam site and access.

The contributions of the Constituent Councils are based on the following percentage shares for capital works, maintenance of Scheme assets and operational costs of the Authority. (GRFMA Charter Clause 10).

## Constituent Council Shares for Contributions

Constituent Council	Capital Works	Maintenance of Assets	Operational Costs
	Percentage Share	Percentage Share	Percentage Share
Adelaide Hills Council	1.73%	1.73%	16.66%
Adelaide Plains Council	28.91%	28.91%	16.66%
The Barossa Council	8.67%	8.67%	16.66%
Town of Gawler	17.34%	17.34%	16.66%
Light Regional Council	8.67%	8.67%	16.66%
City of Playford	34.68%	34.68%	16.66%
Total	100%	100%	100%

In accordance with the recently revised charter the Authority is now working to finalise the foundation Strategic Plan which is at final draft stage and currently under consultation with constituent councils.

The draft Plan is arranged under three themes, each with its own objective, related to the outcomes to be pursued.

**Theme 1: Design, build, and maintain physical flood mitigation infrastructure**

Objective: To have in place an agreed extent of physical flood mitigation infrastructure that is fit for purpose and achieves the targetted levels of performance.

**Theme 2: Develop and evolve key relationships**

Objective: To maintain key relationships that are most important to the Authority achieving its purpose.

**Theme 3: Ensure good governance and ongoing financial sustainability**

Objective: To ensure that the Authority meets legislative requirements and contemporary standards of governance and is financially sustainable for the long term.

## Priority Actions 2022/2023

**Finalise preparation of the Gawler River Stormwater Management Plan.**

The Gawler River Stormwater Management Plan will be the key document to assist in determining physical and other works required to reduce the risks and impacts of flooding

**Review, with Constituent Councils and stakeholders, design standards for infrastructure works including costs and benefits.**

The default policy position of the Authority has been for a 1 in 100 year design standard. Reviewing that policy position through consideration of the costs and benefits of various design standard scenarios will assist in identifying appropriate standards.

**In conjunction with the Constituent Councils, develop and implement a schedule of flood mitigation infrastructure works for the Gawler River referencing the Gawler River Stormwater Management Plan.**

A schedule of works will enable the Authority and Constituent Councils to plan for implementation of the projects and seek funding from the State and Federal Governments.

**Working with the Constituent Councils, develop a framework to clearly articulate the respective roles and responsibilities of the Authority and the Councils and suitable partnering arrangements to maintain a low cost base for the Authority.**

Identification of partnering opportunities within the capacities of the Councils (e.g., in relation to monitoring information about climate change and climate change policy, and water policy) in delivering the functions, operations and project management required of the Authority would help to keep the Authority's administrative costs low.

**Continue to advocate for improved governance and funding arrangements for flood avoidance, resilience, and mitigation in South Australia**

With frontline experience the Authority is well positioned to develop a narrative about changes that are required to improve governance and funding arrangements for flood avoidance and mitigation.

The Authority will continue to work with the Department for Environment and Water, in consultation with constituent councils, on implementation and funding arrangements for the State Government funded Gawler River Flood Mitigation Program.

**Assist the Constituent Councils in communicating with general communities and specific interest groups in relation to flood mitigation for the Gawler River.**

Communication with communities is likely to be a joint activity between the Constituent Councils and the Authority. This to include, subject to funding, implementation of the the Gawler River Flood Disaster Mitigation Program, Community Flood Resilience Project Plan. The 3 year program seeks to provide information, tools, and assistance for the community to learn about flood risk, be aware of what they can do, know how to receive flood warnings, and be prepared to act in the event of a flood

**Implement the agreed outcomes from Charter Review 2 which was finalised in 2020.**

The second stage of reviewing the Authority's Charter was completed late in 2020. Implementation of agreed outcomes from the review will finalise that process.

**Develop fit for purpose risk management, asset management, and long term financial plans.**

The Charter requires these plans to be prepared and adopted. All three Plans will assist the Board in decision making and show that risk, asset management, and long term financial planning are being addressed.

Maintenance and operations of the scheme during 2022 to 2023 will include:

- Implementation of requirements of the reviewed Operation and Maintenance Manual.
- Continuation of the revegetation program around land associated with the Bruce Eastick North Para Flood Mitigation Dam.
- Scheduled inspections and environmental management of land associated with the Dam location will be undertaken in accordance with ANCOLD recommendations. Principality Routine (monthly), Intermediate (annually), Comprehensive (every 5 years due 2022/2023).
- Completion of identified repairs to the Bruce Eastick North Para Flood Mitigation Dam.





<b>Agenda Item:</b>	<b>8.8</b>
<b>Committee:</b>	<b>Board</b>
<b>Meeting Date:</b>	<b>16 June 2022</b>
<b>Title:</b>	<b>GRFMA Annual Budget 2022/2023</b>

**Recommendation:**

That the GRFMA resolves:

1. That pursuant to Section 25 Schedule 2 Part 2 of the Local Government Act 1999, that the GRFMA Budget 2022- 2023 be adopted.
2. That pursuant to Clause 11.1 of the Charter that the subscriptions scheduled below be subscriptions payable for the 2022-2023 year:
3. The Schedule:

**Part A Flood Mitigation Works – No subscriptions.**

**Part B Capital works and Maintenance – A total of \$95,200 calculated by the percentage shares prescribed in Clause 10.1 of the Charter:**

Adelaide Plains Council	\$27,513
Adelaide Hills Council	\$1,647
The Barossa Council	\$8,254
Town of Gawler	\$16,508
Light Regional Council	\$8,254
City of Playford *	\$33,025
<b>Total</b>	<b>\$95,200</b>

\* rounding

**Part C Operation – A total of \$165,120 calculated by even shares prescribed in Clause 11.1 of the Charter**

Adelaide Plains Council	\$27,520
Adelaide Hills Council	\$27,520
The Barossa Council	\$27,520
Town of Gawler	\$27,520
Light Regional Council	\$27,520
City of Playford	\$27,520
<b>Total</b>	<b>\$165,120</b>



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## 2022/2023 Draft Budget

The scope of the GRFMA Annual Budget is small in comparison to the extensive undertakings by constituent councils.

### Revenue

Principally the budget revenue is sourced from predetermined “formula based” financial contributions by the six constituent councils, opportunistic funding applications and some interest from financial institutions. Recently any shortfalls in income (over expenditure) have been met from reserves.

### Charter Review 2

The GRFMA has been undertaking review of its charter and is currently consulting on possible funding model principles that constituent councils might utilise in exercise of clause 11.1 and 11.7 of the GRFMA Charter

*11.1 The contributions of the Constituent Councils shall be based on the percentage shares for capital works, maintenance of assets of the Authority and operational costs of the Authority in accordance with Schedule 1.14 Where the capital and/or maintenance cost exceeds \$1 Million in any given year, Clause 11.7 shall apply*

*11.7 The Authority may enter into separate funding arrangements with Constituent Councils and with any State or Federal Government or their agencies in respect of any project undertaken or to be undertaken by or on behalf of the Authority*

The proposed funding model principles will not apply to the existing funding contributions required pursuant to clause 11.1.

### Expenditure

Expenditure is principally budgeted on estimated costs of Executive Management and administrative and governance requirements of the Authority according to its charter. Other costs are incurred with maintenance of the Bruce Eastick North Para River Flood Mitigation Dam site and access.

Historically the most material expenditure has been incurred via consultancies to pursue outcomes envisaged in the Gawler River Mark 2 flood mitigation strategies and capital works associated with Dam infrastructure repairs.

### Operational Contributions

Operational contributions are calculated from the costs reflective of Administration of the GRFMA and general costs for the Gawler River Scheme Mark 2 (does not include capital works or maintenance of Assets) less Bank and other income.

The GRFMA Charter now requires establishment of new management frameworks and plans which include a Strategic Plan, a Long-Term Financial Plan, an Asset Management plan as well as annual budget.

Other projects.

Provision has also been made for:

- Establishment of Asset Management planning and long term financial maintenance capacity (\$32,000 Gawler River Mk2 - Consultancies)
- Provision for feasibility or initial design studies of priority flood mitigation proposals resulting from the completed SMP (\$40,000)
- Provision for two registrations, travel and accommodation to the 2023 Flood Management Australia conference (\$4,000 Administration - travel and accommodation)
- Continuation of external administrative support and external accountancy for model financial statement requirements. (\$6,000 Administration - other)

Budget Outcome Operational

- Administration of the GRFMA \$93,720 minus interest income \$600 = \$93,120
- Gawler River Scheme Mk2 - Consultancies \$82,000
  - Establishment of Asset Management planning and long term financial maintenance capacity (\$32,000)
  - Feasibility or initial design studies from SMP (\$40,000)

Total Operation cost \$165,120 (= Member Subscriptions)

Maintenance Contributions

Maintenance contributions are calculated from the costs reflective of capital works or maintenance works for the Bruce Eastick Flood Mitigation Dam and any approved Gawler River Scheme Mark 2 capital works.

The Authority will continue to work with the Department for Environment and Planning, in consultation with constituent councils, on implementation and funding arrangements for the State Government funded Gawler River Flood Mitigation Program.

GRFMA resolution 21/98 provides:

*That the GRFMA allocates up to \$100,000 from current GRFMA reserve funds as its contribution to the design development of Project 3 and 4.*

*The final cash contribution amount to be based on an actual scope of works being provided (with cost estimate) to enable a fair and equitable funding split between all government agencies and GRFMA Councils.*

No provision has been made in the 2022/2023 draft Budget for this expenditure: on the principle funds, when authorised by GRFMA, will be sourced from cash reserves at the relevant time.

Maintenance and operations

Maintenance and operations of the scheme during 2022 to 2023 will include:

- Continuation of the revegetation program around land associated with the Bruce Eastick North Para Flood Mitigation Dam (\$5,000 Maintenance Flood Mitigation Scheme Property Maintenance).
- General asset repair cost contingency (\$10,000 Maintenance Flood Mitigation Scheme Property Maintenance).

- Scheduled inspections and environmental management of land associated with the Dam location will be undertaken in accordance with ANCOLD recommendations. Principality Routine (monthly), Intermediate (annually), Administration (absorbed in Executive Officer contract costs). The next Comprehensive inspection which will be contract costs and due 2022/2023 (every 5 years - \$10,000).
- Rates and levies, ESL (\$200 Rates and levies).
- Cash Advance Debenture repayments Principle and Interest (\$70,000).

### Depreciation of Assets

Currently the GRFMA does not have a formal adopted Asset Management Plan. The amended Charter (1) provides for establishment of an Asset Management Plan. Now scheduled in 2022/2023.

URS Australia Pty Ltd, Dam Designers, have previously advised that a concrete RCC dam wall (as per the Bruce Eastick North Para Flood Mitigation Dam) can be expected to have a life of 80 years after completion.

On that basis the Bruce Eastick North Para Flood Mitigation Dam wall has been depreciated at the rate of 1.25% annually.

Following a revaluation review (2019) of the Bruce Eastick North Para Flood Mitigation Dam depreciation costs for the dam are calculated as \$321,163 pa and are not currently funded in the GRFMA budget process.

The Board has undertaken extensive discussion on this matter and resolved the current policy lay on the table pending development of an Asset Management Plan for the Dam.

The net equity share (of annual depreciation costs) of each constituent council is subsequently reflected in the (Financial Statements) Schedule of constituent councils interest in net assets as at 30 June each year prepared to meet the requirements of clause 15.5 of the GRFMA charter.

### Budget Outcome

- Maintenance Flood Mitigation Scheme \$25,200
  - Maintenance and inspection \$20,000
  - Rates and levies \$200
- Other expenses \$70,000
  - Interest (finance repayments) Dam repairs - Lower Level Outlet Pipe and Stilling Basin
- Depreciation \$321,163 - unfunded

Total Maintenance costs \$ 95,200 (= Council Subscriptions).

### Summary

The 2022/2023 draft Budget has been prepared based on comparison with 2021/2022 Budget figures and consideration of other income and cost movements.

Historically costs are calculated utilising the Local Government Price Index as an annual price escalator. The September 2021 quarterly Local Government Price Index is 1.5 % and the corresponding CPI equivalent is 2.1%.

A 2% escalator has been applied for 2022/2023 operational costs.

The draft Budget proposal has been formulated with an inclusive approach to identified service and project requirements for 2022/2023. This has been affected with allocation of capital and maintenance expense estimates.

Revenue requirement calculations for Constituent Council Shares, shown at Table 1, have been based on this inclusive approach. Any budget amendments directed by meeting considerations will subsequently be reflected in the quantum of revenue to be sought from constituent councils.

Constituent council contributions for 2022/2023 total \$260,320 which is similar to the quantum adopted (\$261,252) in the 2021/2022 financial year ie no increase to the overall budget income and expenditure for 2022/2023.

A net Operating Loss of (\$321,163) is forecast for 2022/2023. This is the amount of unfunded depreciation.

See below Table 1 - Constituent Council Shares proposed as per draft 2022/2023 GRFMA Budget and further copy of details of the GRFMA Budget functions which identifies the current 2021/2022 Budget BR2 (in MYOB format) against Year to Date (31/1/2021) income and expenditure and also the 2022/2023t Budget income and expenditure proposals.

See separate attachment copy of GRFMA 2022/2023 budgeted financial statements presented, in a manner consistent with the Model Financial Statements, pursuant to section 123(10)(b) of the Local Government Act 1999.

**Table 1:** Constituent Council Shares proposed as per draft 2022/2023 GRFMA Budget - Refer 1.1 Member Subscriptions \$165,120 and 2.1 Member Subscriptions \$95,200.

	2021/22	2021/22	2021/22	2022/23	2022/23	2022/23
<b>Council</b>	<b>Operational</b>	<b>Maint</b>	<b>Total</b>	<b>Operational</b>	<b>Maint</b>	<b>TOTAL</b>
<b>Adelaide Plains Council</b>	29,342	24,623	<b>\$53,965</b>	27,520	27,513	<b>\$55,033</b>
<b>Adelaide Hills Council</b>	29,342	1,474	<b>\$30,816</b>	27,520	1,647	<b>\$29,167</b>
<b>The Barossa Council</b>	29,342	7,387	<b>\$36,729</b>	27,520	8,254	<b>\$35,774</b>
<b>Town of Gawler</b>	29,342	14,774	<b>\$44,116</b>	27,520	16,508	<b>\$44,028</b>
<b>Light Regional Council</b>	29,342	7,387	<b>\$36,729</b>	27,520	8,254	<b>\$35,774</b>
<b>City of Playford</b>	29,342	29,556	<b>\$58,898</b>	27,520	33,025	<b>\$60,545</b>
<b>Total</b>	\$176,052	85,200	<b>\$261,252</b>	165,120	95,200	<b>\$260,320</b>

**Table 2** Constituent Council percentage Share of Costs

<b>Constituent Council</b>	<b>Capital Works</b>	<b>Maintenance of Assets</b>	<b>Operational Costs</b>
	<b>Percentage Share</b>	<b>Percentage Share</b>	<b>Percentage Share</b>
Adelaide Plains Council	28.91%	28.91%	16.66%
Adelaide Hills Council	1.73%	1.73%	16.66%
The Barossa Council	8.67%	8.67%	16.66%
Town of Gawler	17.34%	17.34%	16.66%
Light Regional Council	8.67%	8.67%	16.66%
City of Playford	34.68%	34.68%	16.66%
<b>Total</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

**Gawler River Floodplain Management Authority**  
**Budget - Functions & Items**  
**2022 - 2023**

Code	2021-2022		2022-2023	
	Budget	YTD	Budget	
<b>REVENUE</b>				
<b>Administration of the GRFMA</b>				
1,1	Member Subscriptions	176,052	176,052	165,120
1,3	Interest LGFA	600	978	600
1,4	Interest BankSA			
1,5	Other		100	
	<b>Total</b>	<b>176,652</b>	<b>177,130</b>	<b>165,720</b>
<b>Operations Flood Mitigation Scheme</b>				
2,1	Member Subscriptions	85,200	85,204	95,200
2,3	State Grant	70,518	0	
2,4	Commonwealth Grant	0		0
2,5	Sale of Land	0		0
2,6	Other	600,000	0	0
	<b>Total</b>	<b>755,718</b>	<b>85,204</b>	<b>95,200</b>
<b>Maintenance Flood Mitigation Scheme</b>				
3,1	Council Subscriptions			
3,3	Other			
	<b>Total</b>			
<b>Capital Revenue Flood Mitigation Scheme</b>				
4,1	Council Subscriptions	0		0
4,3	State Grant	0		0
4,4	Commonwealth Grant	0		0
4,5	Sale of land	0		0
4,6	Other	0		0
	<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>TOTAL INCOME</b>	<b>932,370</b>	<b>262,334</b>	<b>260,920</b>

<b>EXPENDITURE</b>		<b>2021-2022</b>		<b>2022-2023</b>	
		<b>Budget</b>	<b>YTD</b>	<b>Budget</b>	
<b>Administration of the GRFMA</b>					
6,1	Executive Officer Contract	55,000	47,646	56,400	
6,2	Advt, Print, Stat, Postage	1,200	304	1,250	
6,3	Travelling Expenses	4,000	146	4,000	
6,4	Insurance - PL & PI	6,732	6,7343	6,900	
6,41	Audit Committee	2,600	1,950	2,650	
6,5	Audit Fees	5,500	5,188	5,600	
6,6	Bank Fees	120	46	120	
6,7	Legal Advice	2,000	0	2,000	
6,8	Honorarium Chairperson	8,500	8,300	8,700	
6,9	Other	6,000	6,008	6,100	
	<b>Total</b>	<b>91,652</b>	<b>76,320</b>	<b>93,720</b>	
<b>Gawler River Scheme Mark 2</b>					
9,7	Consultancies	174,295	103,353	72,000	
9,8				0	
9,9	EO Supervision			0	
	<b>Total</b>	<b>174,295</b>	<b>103,353</b>	<b>72,000</b>	
<b>Maintenance Flood Mitigation Scheme</b>					
10,2	Maintenance Contractors	15,000	4,975	25,000	
10,3	BENPFM Dam Maintenance	600,000	570,626		
10,31	Rates - GST Free	200	126	200	
	Property Mtce		60		
10,4	Depreciation Dam	321,163	0	321,163	
	<b>Total</b>	<b>936,363</b>	<b>575,787</b>	<b>346,363</b>	
	<b>Other Expense Finance</b>	<b>70,000</b>	<b>672</b>	<b>70,000</b>	
	<b>ALL EXPENDITURE</b>	<b>1,272,310</b>	<b>755,460</b>	<b>\$582,083</b>	
	<b>SURPLUS/DEFICIT</b>	<b>(339,940)</b>	<b>105,302</b>	<b>(321,163)</b>	



**GAWLER RIVER FLOODPLAIN MANAGEMENT AUTHORITY  
CONSOLIDATED DRAFT BUDGET 2022/2023**

**STATEMENT OF COMPREHENSIVE INCOME**

<b>2021/2022 FULL YEAR REVISED ESTIMATE</b>		<b>2022/2023 DRAFT BUDGET</b>
<b>\$</b>	<b>INCOME</b>	<b>\$</b>
261,252	Subscriptions	260,320
70,518	Grants Subsidies and Contributions	-
600	Investment Income	600
-	Other	-
<hr/>		<hr/>
332,370	TOTAL REVENUES	260,920
	<b>EXPENSES</b>	
281,147	Materials, Contracts and Other Expenses	190,920
10,500	Finance Costs	21,000
321,163	Depreciation, amortisation & impairment	321,163
<hr/>		<hr/>
612,810	Total Expenses	533,083
	<b>OPERATING SURPLUS/(DEFICIT) BEFORE CAPITAL AMOUNTS</b>	
(280,440)		(272,163)
-	Net gain (loss) on disposal or revaluation of assets	-
-	Amounts specifically for new or upgraded assets	-
-	Physical resources received free of charge	-
 (280,440)	<b>TOTAL COMPREHENSIVE INCOME</b>	 (272,163)
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**GAWLER RIVER FLOODPLAIN MANAGEMENT AUTHORITY  
CONSOLIDATED DRAFT BUDGET 2022/2023**

**CASH FLOW STATEMENT**

<b>2021/2022 FULL YEAR REVISED ESTIMATE</b>		<b>2022/2023 DRAFT BUDGET</b>
<b>\$</b>		<b>\$</b>
Inflows		Inflows
(Outflows)		(Outflows)
	<b>CASHFLOWS FROM OPERATING ACTIVITIES</b>	
	<b>RECEIPTS</b>	
381,048	Operating Receipts	260,320
600	Investment Receipts	600
	<b>PAYMENTS</b>	
(317,714)	Operating payments to suppliers & employees	(190,920)
(10,500)	Finance Payments	(21,000)
<u>53,434</u>	<b>Net Cash provided by (or used in) Operating Activities</b>	<u>49,000</u>
	<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>	
	<b>RECEIPTS</b>	
-	Grants specifically for new or upgraded assets	-
0	Sale of Assets	0
	<b>PAYMENTS</b>	
-	Capital Expenditure on renewal/replacement of assets	-
(600,000)	Capital Expenditure on new/upgraded assets	-
<u>(600,000)</u>	<b>Net Cash provided by (or used in) Investing Activities</b>	<u>-</u>
	<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>	
	<b>RECEIPTS</b>	
600,000	Proceeds from Borrowings	-
	<b>PAYMENTS</b>	
(59,500)	Repayment of Borrowings	(49,000)
<u>540,500</u>	<b>NET CASH USED IN FINANCING ACTIVITIES</b>	<u>(49,000)</u>
	<b>NET INCREASE (DECREASE) IN CASH HELD</b>	<b>-</b>
(6,066)	<b>CASH AT BEGINNING OF YEAR</b>	<u>163,278</u>
169,344	<b>CASH AT END OF YEAR</b>	<u>163,278</u>
<u>163,278</u>		<u>163,278</u>

**GAWLER RIVER FLOODPLAIN MANAGEMENT AUTHORITY  
CONSOLIDATED DRAFT BUDGET 2022/2023**

**BALANCE SHEET**

<b>2021/2022 FULL YEAR REVISED ESTIMATE</b>		<b>2022/2023 DRAFT BUDGET</b>
	<b>ASSETS</b>	
	<b>CURRENT ASSETS</b>	
\$		\$
163,278	Cash and cash equivalents	163,278
-	Trade & other receivables	-
-	Inventories	-
<u>163,278</u>	<b>TOTAL CURRENT ASSETS</b>	<u>163,278</u>
	<b>NON-CURRENT ASSETS</b>	
-	Financial Assets	-
21,968,512	Infrastructure, Property, Plant & Equipment	21,647,349
<u>21,968,512</u>	<b>TOTAL NON-CURRENT ASSETS</b>	<u>21,647,349</u>
<u>22,131,790</u>	<b>TOTAL ASSETS</b>	<u>21,810,627</u>
	<b>LIABILITIES</b>	
	<b>CURRENT LIABILITIES</b>	
-	Trade & Other Payables	-
-	Borrowings	-
-	Short-term Provisions	-
<u>-</u>	<b>TOTAL CURRENT LIABILITIES</b>	<u>-</u>
	<b>NON-CURRENT LIABILITIES</b>	
540,500	Long-term Borrowings	491,500
-	Long-term Provisions	-
<u>540,500</u>	<b>TOTAL NON-CURRENT LIABILITIES</b>	<u>491,500</u>
<u>540,500</u>	<b>TOTAL LIABILITIES</b>	<u>491,500</u>
<u>21,591,290</u>	<b>NET ASSETS</b>	<u>21,319,127</u>
	<b>EQUITY</b>	
12,909,317	Accumulated Surplus	12,637,154
8,681,973	Asset Revaluation	8,681,973
-	Other Reserves	-
<u>21,591,290</u>	<b>TOTAL EQUITY</b>	<u>21,319,127</u>

**GAWLER RIVER FLOODPLAIN MANAGEMENT AUTHORITY  
CONSOLIDATED DRAFT BUDGET 2022/2023**

**STATEMENT OF CHANGES IN EQUITY**

<b>2021/2022 FULL YEAR REVISED ESTIMATE</b>		<b>2022/2023 DRAFT BUDGET</b>
<b>\$</b>		<b>\$</b>
	<b>ACCUMULATED SURPLUS</b>	
13,189,757	Balance at end of previous reporting period	12,909,317
(280,440)	Net Result for Year	(272,163)
0	Transfer From Reserves	0
0	Transfer To Reserves	0
<hr/>		<hr/>
12,909,317	<b>BALANCE AT END OF PERIOD</b>	12,637,154
	<b>ASSET REVALUATION RESERVE</b>	
8,681,973	Balance at end of previous reporting period	8,681,973
0.00	Gain on revaluation of infrastructure, property, plant & equipment	0.00
0.00	Transfer to Accumulated Surplus on sale of infrastructure, property, plant & equipment	0.00
<hr/>		<hr/>
8,681,973	<b>BALANCE AT END OF PERIOD</b>	8,681,973
<hr/>		<hr/>
<b>21,591,290</b>	<b>TOTAL EQUITY AT END OF REPORTING PERIOD</b>	<b>21,319,127</b>



**GAWLER RIVER FLOODPLAIN MANAGEMENT AUTHORITY  
CONSOLIDATED DRAFT BUDGET 2022/2023**

**UNIFORM PRESENTATION OF FINANCES**

<b>2021/2022 FULL YEAR REVISED ESTIMATE</b>		<b>2022/2023 DRAFT BUDGET</b>
\$		\$
332,370	Operating Revenues	260,920
(612,810)	less Operating Expenses	(533,083)
<u>(280,440)</u>	<b>Operating Surplus / (Deficit) before Capital Amounts</b>	<u>(272,163)</u>
	<b>Less Net Outlays in Existing Assets</b>	
600,000	Capital Expenditure on renewal and replacement of Existing Assets	-
(321,163)	less Depreciation, Amortisation and Impairment	(321,163)
<u>-</u>	less Proceeds from Sale of Replaced Assets	<u>-</u>
278,837		(321,163)
	<b>Less Net Outlays on New and Upgraded Assets</b>	
-	Capital Expenditure on New and Upgraded Assets	-
-	less Amounts received specifically for New and Upgraded Assets	-
<u>-</u>	less Proceeds from Sale of Surplus Assets	<u>-</u>
-		-
(559,277)	<b>Net Lending / (Borrowing) for Financial Year</b>	49,000

**Profit & Loss [Budget Analysis]**

July 2022 To June 2023

ABN: 12 925 534 861

Email: [davidehitchcock@bigpond.com](mailto:davidehitchcock@bigpond.com)

	Selected Period	Budgeted	\$ Difference
<b>Income</b>			
Admin of GRFMA			
Member Subscriptions	\$0	\$165,120	(\$165,120)
Interest LGFA	\$0	\$600	(\$600)
Total Admin of GRFMA	\$0	\$165,720	(\$165,720)
Operations Flood Mit Scheme			
Council Subscriptions	\$0	\$95,200	(\$95,200)
Total Operations Flood Mit Scheme	\$0	\$95,200	(\$95,200)
Total Income	\$0	\$260,920	(\$260,920)
Gross Profit	\$0	\$260,920	(\$260,920)
<b>Expenses</b>			
Admin of GRFMA			
Executive Officer Contract	\$0	\$56,400	(\$56,400)
Adv, printing, stationery post	\$0	\$1,250	(\$1,250)
Travelling Expenses	\$0	\$4,000	(\$4,000)
Insurance PL & PI	\$0	\$6,900	(\$6,900)
Audit Committee	\$0	\$2,650	(\$2,650)
Audit Fees	\$0	\$5,600	(\$5,600)
Bank Fees	\$0	\$120	(\$120)
Legal Fees	\$0	\$2,000	(\$2,000)
Honorarium - Chairperson	\$0	\$8,700	(\$8,700)
Other	\$0	\$6,100	(\$6,100)
Total Admin of GRFMA	\$0	\$93,720	(\$93,720)
Gawler River Scheme Mark 2			
Consultancies	\$0	\$72,000	(\$72,000)
Total Gawler River Scheme Mark 2	\$0	\$72,000	(\$72,000)
Maint Flood Mitigation Scheme			
Maintenance Contractors	\$0	\$25,000	(\$25,000)
Rates & Levies	\$0	\$200	(\$200)
Total Maint Flood Mitigation Scheme	\$0	\$25,200	(\$25,200)
Depreciation			
Depreciation	\$0	\$321,163	(\$321,163)
Total Expenses	\$0	\$512,083	(\$512,083)
Operating Profit	\$0	(\$251,163)	\$251,163
Total Other Income	\$0	\$0	\$0
Other Expenses			
Interest Expense	\$0	\$70,000	(\$70,000)
Total Other Expenses	\$0	\$70,000	(\$70,000)
Net Profit/(Loss)	\$0	(\$321,163)	\$321,163



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**Agenda Item: 8.9**

**Committee: Board**

**Meeting Date: 16 June 2022**

**Title: GRFMA Long Term Financial Plan and Asset Management Plan**

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**That the GRFMA:**

- 1. Receives the report.**
  - 2. Notes the draft GRFMA Long Term Financial Plan and draft Asset Management Plans have been initiated in accordance with requirement of the GRFMA Charter.**
  - 3. Reaffirms the GRFMA policy position that depreciation of the Bruce Eastick North Para Flood Mitigation Dam will not be funded.**
  - 4. Requests the Executive Officer to:**
    - Commission work up to value of \$5,000, to establish programmed cost estimates for a minimum ten year Dam repair period, to be utilised in the draft Long Term Financial Plan and draft Asset Management Plan.**
    - Amend the draft documents as required including averaging of maintenance costs over the proposed 10 year costed program.**
    - Provide a copy of the amended draft Long Term Financial Plan and draft Asset Management Plan to Constituent Councils and GRFMA Board Members for feedback.**
  - 5. Receives a further report on the matter at the August 2022 GRFMA meeting.**
- 

The GRFMA Charter provides:

Long Term Financial Plan (LTFP)

13.1 The Authority must develop and adopt in consultation with the Constituent Councils a Long Term Financial Plan covering a period of at least ten (10) years in a form and including such matters which, as relevant, is consistent with Section 122 of the Act and the Local Government (Financial Management) Regulations 2011 as if the Authority.

The Authority must review its Long Term Financial Plan in consultation with the Constituent Councils.

Asset Management Plan (AMP)

13.3.1 The Authority must prepare and adopt in consultation with the Constituent Councils an Asset Management Plan in a form and including such matters which, as relevant, is consistent with Section 122 of the Act as if the Authority were a council.

The Authority must review its Asset Management Plan in consultation with the Constituent Councils.

The draft Long Term Financial Plan and draft Asset Management Plan have now been prepared and were considered at the 1/6/2022 GRFMA Audit Committee Meeting. Refer Agenda item 6.

The LTFP as drafted reaffirms the GRFMA view that depreciation will not be funded.

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The GRFMA Audit Committee meeting resolved:

*That the Audit Committee:*

1. *Receives the report.*
2. *Notes the draft GRFMA Long Term Financial Plan and Asset Management Plans have been initiated in accordance with requirement of the GRFMA Charter.*
3. *Notes the documents provide a firm basis for consideration and requests the Executive Officer table the documents to the 16 June 2022 GRFMA meeting, including Audit Committee comments in relation to:*
  - *Adjustments be made to projected CPI values reflective of current economic scenarios.*
  - *Inclusion of an additional financial ratio to indicate the net annual cash result, as depreciation is not funded.*
  - *A (minimum) ten year Dam repair program be independently sourced to facilitate inclusion of considered costs in the Long Term Financial Plan and Asset Management Plan*
  - *Consideration for minimising annual subscription fluctuations by averaging maintenance costs over the proposed 10 year costed program.*

Note - Adjustment to amend CPI and inclusion of a financial ratio to indicate the net annual cash result have now been included in the documents presented with this agenda report.

See attached for a copy of the draft Long Term Financial Plan and draft Asset Management Plan.

### Background

The Charter requirement that the documents be adopted “in a form and including such matters which, as relevant, is consistent with Section 122 of the Act as if the Authority were a council” has been reflected in the documents where appropriate.

However the GRFMA relies on Constituent Council subscription income, not property taxation and has a limited asset scope, this is subsequently reflected in variations to what would be considered normal financial indicator parameters and asset management policies.

The Bruce Eastick North Para Flood Mitigation Dam (BENPFMD) requires periodic inspection 2 years and 5 years and with inspection comes likely maintenance and repair costs. This has been reflected in the LTFP on an annual basis in the relevant years of requirement. This ultimately manifests in fluctuating projected annual cost estimations.

Quantum of maintenance and repair costs that have been included in the relevant period for inspection are not substantiated and would benefit from independent costing qualification.

Consequence of the fluctuating cost estimates is the quantum of annual Constituent Council subscription requirement (income) will also fluctuate relative to the increase or decrease of projected costs.

Depreciation of the BENPFMD is not funded. The GRFMA acknowledges it is likely constituent councils would question any GRFMA Budget contribution that would result in substantive funds (depreciation) being set aside in cash reserves to be utilized for replacement of the Dam at an unknown date.

Additionally, consideration of the possible political climate and aptitude for replacing the Dam in 80 years plus is very much an unknown. Changes in technology and climate change are real variables. On this basis, the LTFP reflects the approach that sufficient funds be allocated to maintain the dam to the current service standard, the assumption is that depreciation will not be funded (cash allocation).

Regarding periodic repairs it may be more appropriate to “smooth” out the fluctuations with an indicative annual amount spread over the relevant term/years to ensure funds are available as required. This would provide a more stable level of understanding of annual subscription projections for Constituent Councils.



**Gawler River Floodplain Management Authority**

**2022-2031**

# **Asset Management Plan (Concise)**



April 2022

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5	16/6/22	Consider plan		GRFMA	GRFMA

### NAMS.PLUS Asset Management Plan Templates

NAMS.Plus offers two Asset Management Plan templates – ‘Concise’ and ‘Comprehensive’.

The Concise template is appropriate for those entities who wish to present their data and information clearly and in as few words as possible whilst complying with the ISO 55000 Standards approach and guidance contained in the International Infrastructure Management Manual.

The Comprehensive template is appropriate for those entities who wish to present their asset management plan and information in a more detailed manner.

This is the **Concise** Asset Management Plan template.

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# 1 EXECUTIVE SUMMARY

## 1.1 The Purpose of the Plan 2022-2031

Asset management planning is a comprehensive process to ensure delivery of services from infrastructure is provided in a financially sustainable manner.

This plan covers the infrastructure assets that provide Flood Mitigation comprising of:

- Bruce Eastick North Para Flood Mitigation Dam
- Associated land
- Road Access

These infrastructure assets have significant value estimated at \$25,806,000

## 1.2 Levels of Service

Our present funding levels are insufficient to continue to provide existing services at current levels in the medium term.

The main services consequences are:

- Asset not fit for purpose
- Land in disrepair

## 1.4 Future Demand

The main demands for new services are created by:

- Economic and Infrastructure development in the Gawler River Catchment
- Climate Change – increase in heavy rainfall events over the catchment
- Community expectation

These demands may be managed through a combination of managing existing assets, upgrading of existing assets and providing new assets to meet demand and demand management. Demand management practices include non-asset solutions, such as changes to Planning Regulations or community preparedness to flooding.

Potential flood mitigation options are outlined in the Gawler River 2016 Flood Review and the 2016 Dam Raise Feasibility study.

Further consideration of options will be available following completion of the Gawler River Stormwater Management Plan(July 2022) and the Gawler River Flood Mitigation Investment Logic Mapping Program (DEW) - June 2022)

## 1.5 Lifecycle Management Plan

### What does it cost?

The projected outlays necessary to provide the

services covered by this Asset Management Plan (AM Plan) includes operations, maintenance, renewal and upgrade of existing assets over the 10-year planning period is \$416,866

NOTE. Cost estimates do not include any upgrade or construction of new structural flood mitigation measures. Most flood management initiatives within the Gawler River catchment and floodplain are beyond the capacity of Constituent Councils to fund and State and Federal Government engagement and funding support will be required before any such initiatives are to be realised.

### Depreciation

Policy principles and legislative considerations for funding of depreciation

1. Current GRFMA processes accounting for depreciation costs of the Bruce Eastick North Para Flood Mitigation Dam will be maintained in accordance with legislative requirements.

2. Options for funding depreciation.

Funding (cash allocation) of annual depreciation calculations is not supported.

It is likely constituent councils would question any GRFMA Budget contribution that would result in substantive funds (depreciation) being set aside in cash reserves to be utilised for replacement of the Dam at an unknown date.

3. Risk associated with not funding depreciation

Consideration of the possible political climate and aptitude for replacing the Dam in 80 years plus is very much an unknown. Changes in technology and climate change are real variables.

Identification of known risks can be facilitated via development of a suitable GRFMA Long Term Financial Plan and Asset Management Plan

## 1.6 Financial Summary

### What we will do

We plan to provide Flood Mitigation services for the following:

- Operation and maintenance, renewal and upgrade of the Bruce Eastick North Para Flood Mitigation Dam and associated land to meet service levels set by current design standard.
- Trash Rack cleaning rubbish removal from the Dam,

- General condition inspections monthly, interim condition inspections biennially (2 years), comprehensive engineering inspections every 5 years.(ANCOLD Guidelines)
- Land management including control of weeds and fire prevention measures are undertaken via land lease arrangements.

### **Managing the Risks**

Our present funding levels are sufficient to continue to manage risks in the medium term.

The main risk consequences are:

- Lack of capacity to fund repairs and maintenance and renewal due to not recognising depreciation (consumption of asset value).
- Insufficient fund availability to renew assets at end of estimated service life
- The considered life of the Dam as an asset is based on 80 years; however, it could be argued that it would be longer.
- We will endeavour to manage these risks within available funding by General condition inspections monthly, interim condition inspections biennially (2 years), comprehensive engineering inspections every 5 years.

### **1.8 Monitoring and Improvement Program**

The next steps resulting from this asset management plan to improve asset management practices will be consideration by the GRFMA Board on implications and perceived risks.

## 2. INTRODUCTION

### 2.1 Background

This asset management plan communicates the actions required for the responsive management of assets (and services provided from assets), compliance with regulatory requirements, and funding needed to provide the required levels of service over a 10-year planning period.

The asset management plan is to be read with the GRFMA Strategic Plan .

The infrastructure assets covered by this asset management plan are shown in Table 2.1.

These assets are used to provide flood mitigation services.

**Table 2.1: Assets covered by this Plan**

Asset Category	Dimension	Replacement Value
• Bruce Eastick North Para Flood Mitigation Dam	25mtr high @y 80 mtr wide	\$25,245,000
Associated land lot 62 hd Kingsford		\$477,000
Road access	Approx. 440 x 4m	\$84,000
<b>TOTAL (fair value)</b>		<b>\$25,806,000</b>

### 2.2 Goals and Objectives of Asset Management

Our goal in managing infrastructure assets is to meet the defined level of service (as amended from time to time) in the most cost effective manner for present and future consumers. The key elements of infrastructure asset management are:

- Providing a defined level of service and monitoring performance,
- Managing the impact of growth through demand management and infrastructure investment,
- Taking a lifecycle approach to developing cost-effective management strategies for the long-term that meet the defined level of service,
- Identifying, assessing and appropriately controlling risks, and
- Linking to a long-term financial plan which identifies required, affordable expenditure and how it will be allocated.

### 2.3 Core and Advanced Asset Management

This asset management plan is prepared as a 'core' asset management plan over a 10 year planning period in accordance with the International Infrastructure Management Manual<sup>1</sup>. It is prepared to meet minimum legislative and organizational requirements for sustainable delivery and long term financial planning and reporting. Core asset management is a 'top down' approach where analysis is applied at the system or network level. An 'advanced' asset management approach uses a 'bottom up' approach for gathering detailed asset information for individual assets.

## 3. LEVELS OF SERVICE

### 3.1 Customer Research and Expectations

GRFMA has undertaken consultation with the six constituent councils ( via GRFMA Strategic Plan) regarding asset management service level expectations. Future revisions of the asset management plan will incorporate further consultation on service levels and costs of providing the service. This will assist the GRFMA and constituent councils in

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<sup>1</sup> IPWEA, 2015, IIMM.

matching the level of service required, service risks and consequences with the community's ability and willingness to pay for the service.

### 3.2 Strategic and Corporate Goals

This asset management plan is prepared under the direction of the GRFMA Charter goals and objectives and the GRFMA Strategic Plan

The GRFMA was established for the following purposes:

- 1.To co-ordinate the construction, operation and maintenance of flood mitigation infrastructure in the Gawler River area ('the Floodplain');
- 2.To raise finance for the purpose of developing, managing and operating and maintaining flood mitigation works within the Floodplain;
- 3.To provide a forum for the discussion and consideration of topics relating to the Constituent Council's obligations and responsibilities in relation to management of flood mitigation within the Floodplain;
- 4.To enter into agreements with Constituent Councils for the purpose of managing and developing the Floodplain.

The core values which guide all decisions of GRFMA and which are reflected in the Strategic Plan include:.

Theme 1: Design, build, and maintain physical flood mitigation infrastructure

Objective: To have in place an agreed extent of physical flood mitigation infrastructure that is fit for purpose and achieves the targeted levels of performance.

Theme 2: Develop and evolve key relationships

Objective: To maintain key relationships that are most important to the Authority achieving its purpose.

Theme 3: Ensure good governance and ongoing financial sustainability

Objective: To ensure that the Authority meets legislative requirements and contemporary standards of governance and is financially sustainable for the long term.

The GRFMA will exercise its duty of care to ensure public safety in accordance with the infrastructure risk management plan prepared in conjunction with this AM Plan. Management of infrastructure risks is covered in Section 6.

The GRFMA Long-term Financial Plan will facilitate provision of suitable funds to maintain and operate the Dam at required service levels. (i.e. its not so much about funds for depreciation and eventual replacement, rather ensuring the GRFMA is provided with sufficient cash flow to maintain the Dam).

A suitable Long-Term Financial Plan, in conjunction with an Asset management Plan, will assist GRFMA with understanding of long-term implications in relation to asset inspection regimes required, service and maintenance costs, statement of risks, and provision for damage cost contingencies.

### 3.3 Legislative Requirements

Legislative requirements relating to the management of assets include:

**Table 3.3: Legislative Requirements**

Legislation	Requirement
Local Government Act 1999	Asset Management planning, financial plans and service delivery.
LANDSCAPE SOUTH AUSTRALIA ACT 2019	Water Affecting Activities

### 3.4 Customer Levels of Service

Service levels are defined service levels in two terms, customer levels of service and technical levels of service. These are supplemented by organisational measures.

**Customer Levels of Service** measure how the customer receives the service and whether value to the customer is provided.

Customer levels of service measures used in the asset management plan are:

**Quality** How good is the service ... *what is the condition or quality of the service?*

**Function** Is it suitable for its intended purpose .... *Is it the right service?*

**Capacity/Use** Is the service over or under used ... *do we need more or less of these assets?*

The current and expected customer service levels are detailed in Tables 3.4 and 3.5. Table 3.4 shows the expected levels of service based on resource levels in the current long-term financial plan.

**Organisational measures** are measures of fact related to the service delivery outcome e.g. number of occasions when service is not available, condition %'s of Very Poor, Poor/Average/Good, Very good.

These Organisational/Organizational measures provide a balance in comparison to the customer perception that may be more subjective.



**Table 3.4: Customer Level of Service**

	Expectation	Performance Measure Used	Current Performance	Expected Position in 10 Years based on the current budget.
<b>Service Objective: Flood Mitigation</b>				
<b>Quality</b>	Flood protection for a 1 in 100 AEP event	Extent of flooding	Low	Low
	<b>Confidence levels</b>		Medium	Medium
<b>Function</b>	The Dam is a flood control dam and was built in 2007 with the design objective of providing flood protection to the township of Gawler for a 1 in 40 AEP event	Measurement of rainfall/flood event severity	High	High
	<b>Confidence levels</b>		High	High
<b>Capacity and Use</b>				
	The main dam has a crest length of approximately 226m of which 150m is the primary spillway. The main dam has a 5m wide crest with a vertical upstream face and stepped downstream face. The main dam incorporates a low level outlet pipe that is 2.1 m in diameter and twin high level outlets each 1.8m in diameter. The dam will see substantial flows over the spillway in design flood events,	Review of flood events	High - 2016 Flood	High for similar event as 2016. Low for greater ARI event
	<b>Confidence levels</b>		High	Low

### 3.5 Technical Levels of Service

The flood consequence category of the Bruce Eastick North Para Flood Mitigation Dam has been determined as High B as per the ANCOLD Guideline. This impacts on the inspection regime for the dam as inspections are in part determined based on the consequence category of the dam and also on the dam type and the value of the dam to the owner and the community.

Table 3-5.1: ANCOLD recommended inspection frequencies

Inspection type			
Comprehensive	Intermediate	Routine Visual	Special
5 yearly	Annual	Daily to tri-weekly	As required

The Bruce Eastick North Para Flood Mitigation Dam is a flood control dam that only impounds water in times of flood. This is nontypical for most dams and does alter the recommended inspection frequency predominately by reducing the need for Routine Visual inspections as the dam does not impound water for the majority of time. However, the

need for special inspections is higher after each flood. Based on this the recommended inspection frequency is contained in Table 5-2.

Table 3-5.2 (ANCOLD Dam Safety Guidelines, 2003) provides greater detail on the conduct of dam safety inspections.

Table 3-5.2

Inspection	Personnel	Purpose
Comprehensive	Dam Engineer and specialists (where relevant)	The identification of deficiencies by thorough onsite inspections; by evaluating surveillance data and by applying current criteria and prevailing knowledge. Equipment should be test operated to identify deficiencies.
Intermediate	Dams Engineer	The identification of deficiencies by visual examination of the dam and review of recent surveillance data, with recommendations for corrective actions. Equipment is inspected and, preferably, test operated.
Routine/Visual	Operations Personnel	The identification and reporting of deficiencies by visual observation of the dam by operating personnel as part of their duties at the dam.
Special/Emergency	Dams Engineer and specialists	The examination of a particular feature of a dam for some special reason (e.g. After earthquakes, heavy floods, rapid drawdown, emergency situation) to determine the need for pre-emptive or corrective actions.

## 4. FUTURE DEMAND

### 4.1 Demand Drivers

Drivers affecting demand include things such as population change, regulations, changes in demographics, seasonal factors, vehicle ownership rates, consumer preferences and expectations, technological changes, economic factors, agricultural practices, environmental awareness, etc.

### 4.2 Demand Forecasts

The present position and projections for demand drivers that may impact future service delivery and use of assets were identified and are documented in Table 4.3.

### 4.3 Demand Impact on Assets

The impact of demand drivers that may affect future service delivery and use of assets are shown in Table 4.3.

**Table 4.3: Demand Drivers, Projections and Impact on Services**

Demand drivers	Present position	Projection	Impact on services
Economic and Infrastructure development in the Gawler River Catchment	Development is not co-ordinated across the floodplain.	Major developments being proposed. Eg Riverlea , Northern Adelaide Irrigation Investments	Potential increases in the severity of flooding

Climate Change – increase in heavy rainfall events over the catchment	Dam works OK however the Gawler River is prone to breakaways during high rain fall events	Material flood damage to lower reaches of the Gawler river- community assets and horticulture	Demand for mitigation infrastructure
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## 4.4 Demand Management Plan

Demand for new services will be managed through a combination of managing existing assets, upgrading of existing assets and providing new assets to meet demand and demand management. Demand management practices can include non-asset solutions, insuring against risks and managing failures.

Opportunities identified to date for demand management are shown in Table 4.4. Further opportunities will be developed in future revisions of this asset management plan.

**Table 4.4: Demand Management Plan Summary**

Demand Driver	Impact on Services	Demand Management Plan
Gawler River 2016 Flood Review	New infrastructure required \$41 Million	Subject to further consideration, and Federal and State Government Funding
Raise Dam Feasibility Study	Under consideration \$62 Million	Subject to further consideration, and Federal and State Government Funding
Gawler River Stormwater Management Plan	Currently being determined	Completion of the plan due 30 July 2022
Gawler River Flood Management Investment logic Mapping Program	Currently being determined	Completion due by 30 June 2022

## 5. LIFECYCLE MANAGEMENT PLAN

The lifecycle management plan details how the GRFMA plans to manage and operate the assets at the agreed levels of service (defined in Section 3) while managing life cycle costs.

### 5.1 Background Data

#### 5.1.1 Physical parameters

The assets covered by this asset management plan are shown in Table 2.1.

The assets are generally the Bruce Eastick North Para Flood Mitigation dam, and adjoining land.

The first asset valuation of Bruce Eastick Flood Mitigation Dam was undertaken by Entura for GRFMA in 2014/15. As the Worksheet (2011) requires the revaluation should be carried out every five years, GRFMA requested Entura to undertake the asset revaluation of Bruce Eastick Flood Mitigation Dam to determine the replacement cost of the dam at 2018/19 prices.

The 2019 report by Entura estimated replacement cost for Bruce Eastick Flood Mitigation Dam is \$25.806 million at June 2019 cost and the corresponding written down value is \$22.332million (excluding land costs) based on the most current construction rate information and relevant accounting standards for 2019.

Land is valued at \$477,000.

Access roads are valued at \$84,000.

### 5.1.2 Asset capacity and performance

Assets are generally provided to meet design standards where these are available.

Locations where deficiencies in service performance are known are detailed in Table 5.1.2.

**Table 5.1.2: Known Service Performance Deficiencies**

Location	Service Deficiency
Bruce Eastick North Para Flood Mitigation Dam	Events of 40 ARI
Land	All weather access to the Dam

### 5.1.3 Asset condition

Condition is monitored as per item 3.5

## 5.2 Routine Maintenance Plan

Routine maintenance is the regular on-going work that is necessary to keep assets operating, including instances where portions of the asset fail and need immediate repair to make the asset operational again.

**Table 5.2.1 Inspection Frequency**

Inspection Type	Comprehensive	Intermediate	Routine Visual	Special
Bruce Eastick North Para Flood Mitigation Dam	5 yearly	Every Second year (See Note 1)	Monthly (See Note 2)	As required (See Note 3 and 4)
Personnel	Dam engineer and specialists as required.	Dams Engineer	Operational staff	Dam engineer and specialists as required.
Site access roads, swales and culverts, gates, fencing and signage			Monthly	
Personnel			Operational staff	

Notes:

1. If a Special Inspection is required in an individual year this can include the Intermediate Inspection for that period.
2. After an event that requires a Special Inspection this inspection frequency should be increased to Daily until the Special Inspection has been undertaken.
3. The Inspection regime should be reviewed at every Special Inspection and adjusted as recommended by the Dams Engineer.

4. A Special Inspection is required after a large flood, an earthquake (of magnitude sufficient to cause shaking in the area) or any other emergency situation. For floods it is recommended that a Special Inspection be undertaken if the high-level outlets operate.

## 5.3 Renewal Replacement Plan

### 5.3.1 Maintenance plan

Field inspection sheets are to be established for the routine and annual inspections. The inspections shall include review of all monitoring data and any incidents.

An inspection report shall be prepared for each inspection other than the routine where the inspection sheet will be sufficient. A register of issues for close out shall be maintained.

Actual past maintenance expenditure is shown in Table 5.3.1.

**Table 5.3.1: Maintenance Expenditure Trends**

	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
	Actual	Actual	DRAFT	Plan	Plan	Plan	Plan	Plan	Plan	Plan	Plan	Plan
			Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
<b>Amount</b>	27,736	7,560	15,000	25,000	25,500	80,010	26,530	69,061	27,602	28,154	90,717	29,291

Current maintenance expenditure levels are considered to be adequate to meet required service levels. Future revision of this asset management plan will include linking required maintenance expenditures with required service levels.

Assessment and prioritisation of reactive maintenance is undertaken by operational staff using experience and judgement.

## 5.4 Creation/Acquisition/Upgrade Plan

New works are those that create a new asset that did not previously exist, or works which will upgrade or improve an existing asset beyond its existing capacity. They may result from growth, social or environmental needs. Assets may also be acquired at no cost. These additional assets are considered in Section 4.4.

### 5.4.1 Selection criteria

New assets and upgrade/expansion of existing assets are identified from various sources such as community requests, proposals identified by strategic plans or partnerships with others. Candidate proposals are inspected to verify need and to develop a preliminary renewal estimate. Verified proposals are ranked by priority and available funds and scheduled in future works programmes. The priority ranking criteria is detailed below.

**Table 5.4.1: New Assets Priority Ranking Criteria**

Criteria	Weighting
Dam with 100 ARI capacity	30%
Low flooding incidence in Gawler River floodway	70%
Total	100%

Expenditure on new assets and services in the capital works program will be included in the long term financial plan only when the projects are approved and a funding pathway has been identified.

Should these new assets be realised additional funding commitments of ongoing operations, maintenance and renewal costs will be required for the period that the service provided from the assets is required.

## 5.5 Disposal Plan

Disposal includes any activity associated with the disposal of a decommissioned asset including sale, demolition or relocation. Assets identified for possible decommissioning and disposal are shown in Table 5.5, together with estimated annual savings from not having to fund operations and maintenance of the assets. These assets will be further reinvestigated to determine the required levels of service and see what options are available for alternate service delivery, if any. Any costs or revenue gained from asset disposals is accommodated in the long term financial plan.

**Table 5.5: Assets Identified for Disposal**

Asset	Reason for Disposal	Timing	Disposal Expenditure	Operations & Maintenance Annual Savings
Nil				

## 6. RISK MANAGEMENT PLAN

The purpose of infrastructure risk management is to document the results and recommendations resulting from the periodic identification, assessment and treatment of risks associated with providing services from infrastructure, using the fundamentals of International Standard ISO 31000:2018 Risk management – Principles and guidelines.

Risk Management is defined in ISO 31000:20018 as: ‘coordinated activities to direct and control with regard to risk’<sup>2</sup>.

An assessment of risks<sup>3</sup> associated with service delivery from infrastructure assets has identified critical risks that will result in loss or reduction in service from infrastructure assets or a ‘financial shock’. The risk assessment process identifies credible risks, the likelihood of the risk event occurring, the consequences should the event occur, develops a risk rating, evaluates the risk and develops a risk treatment plan for non-acceptable risks.

### 6.1 Critical Assets

Critical assets are defined as those which have a high consequence of failure causing significant loss or reduction of service. Similarly, critical failure modes are those which have the highest consequences.

Critical assets have been identified and their typical failure mode and the impact on service delivery are as follows:

**Table 6.1 Critical Assets**

Critical Asset(s)	Failure Mode	Impact
Bruce Eastick North Para Flood Mitigation Dam	Flood Failure” - the difference between the consequences of a natural rainfall and flooding event with the consequences resulting from the failure of the dam during the same AEP flood event	High

By identifying critical assets and failure modes investigative activities, condition inspection programs, maintenance and capital expenditure plans can be targeted at the critical areas.

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<sup>2</sup> ISO 31000:2009, p 2



## 6.2 Risk Assessment

An assessment of risks<sup>4</sup> associated with service delivery from infrastructure assets has identified the critical risks that will result in significant loss, 'financial shock' or a reduction in service.

Critical risks are those assessed with 'Very High' (requiring immediate corrective action) and 'High' (requiring corrective action) risk ratings identified in the Infrastructure Risk Management Plan. The residual risk and treatment cost after the selected treatment plan is implemented is shown in Table 6.2. These risks and costs are reported to management and GRFMA.

Two critical risk associated with the Bruce Eastick North Para Flood Mitigation Dam are failure of the structure of the Dam ( Dam Break) and over topping of the Dam Crest wall in a flood event greater than 40 ARI .

**Table 6.2: Critical Risks and Treatment Plans**

Service or Asset at Risk	What can Happen	Risk Rating (VH, H)	Risk Treatment Plan	Residual Risk *	Treatment Costs
Bruce Eastick North Para Flood Mitigation Dam	Sunny Day Failure (SDF); Dam Crest Flood (DCF) (with and without failure); and Probable Maximum Flood (PMF) (with and without failure)		Dam break and Consequence Assessment  Annual Maintenance	<b>Low</b>  <b>High B (ANCOLD)</b>	Nil  Ref Table 5.3.1

Note \* The residual risk is the risk remaining after the selected risk treatment plan is operational.

## 6.3 Infrastructure Resilience Approach

The resilience of our critical infrastructure is vital to our customers and the services we provide. To adapt to changing conditions and grow over time we need to understand our capacity to respond to possible disruptions and be positioned to absorb disturbance and act effectively in a crisis to ensure continuity of service.

Resilience is built on aspects such as response and recovery planning, financial capacity and crisis leadership.

Our current measure of resilience is shown in Table 6.4 which includes the type of threats and hazards, resilience assessment and identified improvements and/or interventions.

**Table 6.4: Resilience**

Threat / Hazard	Resilience LMH	Improvements / Interventions
Earthquake	Low	Unknown
Significant flood event (40 ARI)	Low	Strategic levies infrastructure to reduce impact of moderate flooding in the lower reaches of the Gawler River
100 ARI Flood	Low	Raise dam to improve flood protection for the Gawler River catchment.

## 7. FINANCIAL SUMMARY

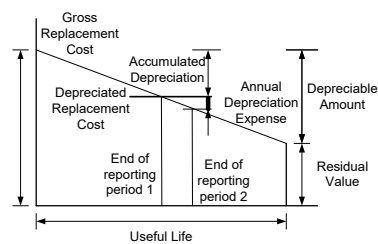
This section contains the financial requirements resulting from all the information presented in the previous sections of this asset management plan. The financial projections will be improved as further information becomes available on desired levels of service and current and projected future asset performance.

### 7.1 Financial Statements and Projections

#### 7.1.1 Asset valuations

The best available estimate of the value of assets included in this Asset Management Plan are shown below. Assets are valued at Fair Value

Gross Replacement Cost	\$25,806,000
Depreciable Amount	\$25,329,000
Depreciated Replacement Cost <sup>5</sup>	\$21,689,675
Annual Average Asset Consumption	\$321,163



#### 7.1.1 Sustainability of service delivery

Two key indicators for service delivery sustainability that have been considered in the analysis of the services provided by this asset category, these being the:

- asset renewal funding ratio, and
- medium term budgeted expenditures/projected expenditure (over 10 years of the planning period).

#### Asset Renewal Funding Ratio

Asset Renewal Funding Ratio<sup>6</sup> 0

The Asset Renewal Funding Ratio is the most important indicator and indicates that over the next 10 years of the forecasting that we expect to have 100% of the funds required for the optimal renewal and replacement of assets.

#### Medium term – 10 year financial planning period

This asset management plan identifies the projected operations, maintenance and capital renewal expenditures required to provide an agreed level of service over a 10 year period. This provides input into 10 year financial and funding plans aimed at providing the required services in a sustainable manner.

<sup>5</sup> Also reported as Written Down Value, Carrying or Net Book Value.

<sup>6</sup> AIFMM, 2015, Version 1.0, Financial Sustainability Indicator 3, Sec 2.6, p 9.

These projected expenditures may be compared to budgeted expenditures in the 10 year period to identify any funding shortfall. In a core asset management plan, a gap is generally due to increasing asset renewals for ageing assets.

The projected operations, maintenance and capital renewal expenditure required over the 10-year planning period is identified in Table 5.3.1.

Funding (cash allocation) of annual depreciation calculations is not undertaken, rather the policy is ensuring the GRFMA is provided with sufficient cash flow to maintain the Dam at required service provision levels.

GRFMA's target is a deficit equivalent of depreciation expense each year, net of estimated (budget) operations and maintenance outcomes

The Long-Term Financial Plan indicates that GRFMA will operate on average over the 10-year term with an operating deficit of \$2,634,425

## 7.2 Funding Strategy

Funding for assets is provided from the budget and long-term financial plan.

The financial strategy of the entity determines how funding will be provided, whereas the asset management plan communicates how and when this will be spent, along with the service and risk consequences of differing options.

## 7.3 Valuation Forecasts

Asset values are forecast to remain static unless additional assets are added.

Additional assets will generally add to the operations and maintenance needs in the longer term, as well as the need for future renewal. Additional assets will also add to future depreciation forecasts.7.4

## 7.4 Forecast Reliability and Confidence

The expenditure and valuations projections in this AM Plan are based on best available data. Currency and accuracy of data is critical to effective asset and financial management. Data confidence is classified on a 5-level scale<sup>7</sup> in accordance with Table 7.5.

**Table 7.5: Data Confidence Grading System**

Confidence Grade	Description
A Highly reliable	Data based on sound records, procedures, investigations and analysis, documented properly and agreed as the best method of assessment. Dataset is complete and estimated to be accurate $\pm$ 2%
B Reliable	Data based on sound records, procedures, investigations and analysis, documented properly but has minor shortcomings, for example some of the data is old, some documentation is missing and/or reliance is placed on unconfirmed reports or some extrapolation. Dataset is complete and estimated to be accurate $\pm$ 10%
C Uncertain	Data based on sound records, procedures, investigations and analysis which is incomplete or unsupported, or extrapolated from a limited sample for which grade A or B data are available. Dataset is substantially complete but up to 50% is extrapolated data and accuracy estimated $\pm$

<sup>7</sup> IPWEA, 2015, IIMM, Table 2.4.6, p 2 | 71.

Confidence Grade	Description
	25%
D Very Uncertain	Data is based on unconfirmed verbal reports and/or cursory inspections and analysis. Dataset may not be fully complete and most data is estimated or extrapolated. Accuracy $\pm$ 40%
E Unknown	None or very little data held.

The estimated confidence level for and reliability of data used in this AM Plan is considered to be Reliable.

## 8. PLAN IMPROVEMENT AND MONITORING

### 8.1 Status of Asset Management Practices<sup>8</sup>

#### 8.1.1 Accounting and financial data sources

2020/21 GRFMA Financial Statements

#### 8.1.2 Asset management data sources

2020/21 GRFMA Financial Statements

### 8.2 Monitoring and Review Procedures

This asset management plan will be reviewed during annual budget planning processes and amended to show any material changes in service levels and/or resources available to provide those services as a result of budget decisions.

The AM Plan will be updated annually to ensure it represents the current service level, asset values, projected operations, maintenance, capital renewal and replacement, capital upgrade/new and asset disposal expenditures and projected expenditure values incorporated into the long term financial plan.

### 8.3 Performance Measures

The effectiveness of the asset management plan can be measured in the following ways:

- The degree to which the required projected expenditures identified in this asset management plan are incorporated into the long term financial plan,
- The degree to which 1-5 year detailed works programs, budgets, business plans and corporate structures take into account the 'global' works program trends provided by the asset management plan,
- The degree to which the existing and projected service levels and service consequences (what we cannot do), risks and residual risks are incorporated into the Strategic Plan and associated plans,
- The Asset Renewal Funding Ratio achieving the target of 1.0.

## 9. REFERENCES

- IPWEA, 2006, 'International Infrastructure Management Manual', Institute of Public Works Engineering Australasia, Sydney, [www.ipwea.org/IIMM](http://www.ipwea.org/IIMM)
- IPWEA, 2008, 'NAMS.PLUS Asset Management', Institute of Public Works Engineering Australasia, Sydney,
- IPWEA, 2015, 2nd edn., 'Australian Infrastructure Financial Management Manual', Institute of Public Works Engineering Australasia, Sydney, [www.ipwea.org/AIFMM](http://www.ipwea.org/AIFMM).

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<sup>8</sup> ISO 55000 Refers to this the Asset Management System

- IPWEA, 2015, 3rd edn., 'International Infrastructure Management Manual', Institute of Public Works Engineering Australasia, Sydney, [www.ipwea.org/IIMM](http://www.ipwea.org/IIMM)
- IPWEA, 2012 LTFP Practice Note 6 PN Long Term Financial Plan, Institute of Public Works Engineering Australasia, Sydney

# **GAWLER RIVER FLOODPLAIN MANAGEMENT AUTHORITY**

**2021/22 – 2030/31**

## **LONG TERM FINANCIAL PLAN**



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## **1. Long Term Financial Planning Defined**

### **1.1 Purpose**

The purpose of a long-term financial plan (LTFP) is to guide the future direction of Gawler River Floodplain Management Authority (GRFMA) in a sustainable manner. It describes the way that GRFMA is responding to requirements of its charter and flood mitigation investment.

The Long-Term Financial Plan is linked with GRFMA's strategic objectives, goals and desired outcomes and is expressed in financial terms. It is a guideline for future action and encourages GRFMA to think about the future impact that decisions made today have on GRFMA's long-term sustainability.

The Authority has been established for the following purposes:

- to co-ordinate the construction, operation and maintenance of flood mitigation infrastructure for the Gawler River. This purpose is the core business of the Authority;
- to raise finance for the purpose of developing, managing and operating and maintaining works approved by the Board;
- to provide a forum for the discussion and consideration of topics relating to the Constituent Council's obligations and responsibilities in relation to management of flood mitigation for the Gawler River;
- upon application of one or more Constituent Councils pursuant to clause 12.4:
  - to coordinate the construction, maintenance and promotion and enhancement of the Gawler River and areas adjacent to the Gawler River as recreational open space for the adjacent communities; and
  - to enter into agreements with one or more of the Constituent Councils for the purpose of managing and developing the Gawler River.

To achieve these roles and the strategic objectives set out in the GRFMA strategic plan the GRFMA must take a long-term view to enable the necessary work to be undertaken to achieve the steps needed to develop a stronger and more resilient community.

The preparation of this plan forms the basis for identifying and quantifying service level standards and the future investment requirements to adequately maintain GRFMA's infrastructure and asset portfolio.

## 1.2 Principles

The Local Government Act 1999 requires local government authorities to prepare strategic management plans including an annual business plan and long-term financial plan.

The GRFMA has recently amended its charter to reflect this principle and is now developing relevant documents.

Under section 122(1a) each local government authorities (GRFMA) must prepare a long-term financial plan for a period of at least 10 years.

*Regulation 5 of the Local Government (Financial Management) Regulations 2011 states:*

*A long-term financial plan developed and adopted for the purposes of section 122 (1a)(a) of the Act must include*

- (b) a summary of proposed operating and capital investment activities presented in a manner consistent with the note in the Model Financial Statements entitled Uniform Presentation of Finances;*
- (c) estimates and target ranges adopted by the GRFMA for each year of the long-term financial plan with respect to an operating surplus ratio, a net financial liabilities ratio and an asset sustainability ratio presented in a manner consistent with the note in the Model Financial Statements entitled Financial Indicators.*

*The long-term financial plan must also be accompanied by a statement which sets out*

- a) the purpose of the long-term financial plan; and*
- b) the basis on which it has been prepared; and*
- c) the key conclusions which may be drawn from the estimates, proposals and other information in the plan*

*This statement must be expressed in plain English and must avoid unnecessary technicality and excessive detail.*

The first projected year of the LTFP is consistent with the Annual Budget adopted for the current 2021-2022 financial year.

It assumes that GRFMA intends to maintain the existing asset stock in a sustainable manner. It also assumes that GRFMA wants to maintain the current service levels.

## **2. Financial Planning Considerations**

### **2.1 GRFMAs Vision/Mission**

#### **Vision**

Flood mitigation investment with economic, social, environmental and cultural considerations.

#### **Mission**

Advocacy on behalf of the Constituent Councils and their communities for legislative and policy changes on matters related to flood mitigation and management within the Gawler River catchment and floodplain.

### **2.2 Strategic Management Plans**

The GRFMA has a 5-year Strategic Plan for 2019-2024 which identifies key issues and priorities.

The Strategic Plan focuses on sustainability to ensure that the needs of both current and future needs are met through integrated and long-term management.

The core values which guide all decisions of GRFMA and which are reflected in the Strategic Plan include:.

Theme 1: Design, build, and maintain physical flood mitigation infrastructure  
Objective: To have in place an agreed extent of physical flood mitigation infrastructure that is fit for purpose and achieves the targeted levels of performance.

Theme 2: Develop and evolve key relationships  
Objective: To maintain key relationships that are most important to the Authority achieving its purpose.

Theme 3: Ensure good governance and ongoing financial sustainability  
Objective: To ensure that the Authority meets legislative requirements and contemporary standards of governance and is financially sustainable for the long term.

### **2.3 Service Delivery**

In the preparation of the LTFP it has been assumed that the current levels of service provided by GRFMA will be maintained throughout the life of the plan.

### **2.4 Roles and Responsibilities**

The Authority has been established for the purpose of co-ordinating the planning, construction, operation and maintenance of flood mitigation infrastructure for the Gawler River, and for the following functions:

- to raise finance for the purpose of developing, managing and operating and maintaining works approved by the Board;
- to provide a forum for the discussion and consideration of topics relating to the Constituent Council's obligations and responsibilities in relation to management of flooding of the Gawler River;

- to advocate on behalf of the Constituent Councils and their communities where required to State and Federal Governments for legislative and policy changes on matters related to flood mitigation and management and associated land use planning within the Gawler River Floodplain;
- to facilitate sustainable outcomes to ensure a proper balance between economic, social, environmental and cultural consideration.

## 2.5 Infrastructure and Asset Management Strategy

Under section 122(1a) of the Local Government Act 1999 GRFMAs must prepare an infrastructure and asset management plan (IAMP) for a period of at least ten years. Due to the long-lived nature of GRFMA assets the IAMP covers a much longer time frame.

The GRFMA IAMP covers a period of 10 years.

In the plan GRFMA is required to distinguish between the replacement and renewal of existing assets and the acquisition or construction of new assets.

New assets will require additional funding either from additional grants, subsidies or constituent council contributions.

The South Australian Model Financial Statements contain the following definitions;

- *A new asset is additional to GRFMA's previous asset complement.*
- *An upgraded asset replaces a previously existing asset with enhanced capability or functionality, where an option existed for replacement without the enhanced capability or functionality.*

GRFMA's strategy is to maintain infrastructure at the current service standard.

The Bruce Eastwick North Para Flood Mitigation Dam is the single most material GRFMA asset and is somewhat unique in the context of general assets owned and maintained by local councils.

Principally on the basis of the magnitude of construction value costs \$18 Million which were substantially funded by Commonwealth and State Government Funds.

A recent revaluation of the Dam (June 2019) provides a value of \$25 Million with accumulated depreciation of \$4.1 Million.

Accounting for depreciation of the asset should be undertaken in accordance with current legislative requirements, however setting aside funding for annual depreciation would be double the current general budget of the GRFMA.

The considered life of the Dam as an asset is based on 80 years; however, it could be argued that it would be longer. Particularly if suitable maintenance and renewal regimes were in place to maintain fair condition.

The GRFMA acknowledges it is likely constituent councils would question any GRFMA Budget contribution that would result in substantive funds (depreciation)

being set aside in cash reserves to be utilized for replacement of the Dam at an unknown date.

Additionally, consideration of the possible political climate and aptitude for replacing the Dam in 80 years plus is very much an unknown. Changes in technology and climate change are real variables.

Further the proposed Northern Floodway Project is also likely to result in acquisition of assets and currently insufficient information is available to determine what the actual cost of the asset will be. It is likely resultant levee banks and open floodways will require maintenance and renewal planning rather than require funding of depreciation.

On this basis funding (cash allocation) of annual depreciation calculations is not undertaken.

## **2.6 Revenue and Financing Strategy**

GRFMA operating and capital expenditure decisions are made on the basis of:

- facilitating construction, operation and maintenance of flood mitigation infrastructure in the Gawler River area ('the Floodplain');
- cost effectiveness of the proposed means of service delivery; and
- affordability of proposals having regard to GRFMA's long-term financial sustainability and the support of constituent councils.

## **2.7 Treasury Strategy**

The GRFMA Treasury Management Policy establishes a decision framework to ensure that:

- funds are available as required to support approved outlays;
- the net interest costs associated with borrowing and investing are reasonably likely to be minimised on average over the longer term.

## **3. Financial Sustainability**

The definition of Financial Sustainability for Local Government emanated from the independent SA Local Government Financial Sustainability Inquiry in 2005.

It is defined as follows:

*"A local government authority's long-term financial performance and position is sustainable where planned long-term service and infrastructure levels and standards are met without unplanned increases in rates or disruptive cuts to services."*

The definition was endorsed nationally at the National General Assembly of Local Government in Canberra in November 2006.

### **Why is it important?**

The importance of financial sustainability is to ensure that each generation 'pays their way', rather than any generation 'living off their assets and leaving it to the future generations to address the issue of repairing worn out infrastructure.

The GRFMA is the custodian of infrastructure and assets with a value of \$25.8 million and has the responsibility to ensure that assets are managed efficiently and effectively:

and that decisions regarding the acquisition of new assets and the sale and maintenance of existing assets are undertaken in an open and transparent fashion.

Sound asset management is the key to financial sustainability. There is clearly a direct link between the development and implementation of GRFMA's Infrastructure and Asset Management Plan and its Long Term Financial Plan. GRFMA has a high investment of assets (Bruce Eastick North Para Flood Mitigation Dam). It will be exposed to financial risk over the longer term if budget processes have little regard for ongoing costs associated with the maintenance and renewal of its assets beyond the current budget period. It is incumbent on GRFMA to carefully consider information about the stock of infrastructure and other assets and the contribution that constituent councils are making to consumption, of assets.

The term "asset management" is used to describe the process by which the GRFMA manages physical assets to meet current and future levels of service. The GRFMA determines the policy framework within which existing assets are managed and new assets acquired and the overall program for maintenance and disposal of

### **How is it measured?**

The financial sustainability of a Local Government entity is measured by the surplus/(deficit) (before capital revenues) disclosed in the Statement of Comprehensive Income.

The GRFMA notes not funding depreciation, in relation to the Bruce Eastick North Para Flood Mitigation Dam, will generally result in deficit results in the Statement of Comprehensive Income; however, establishment of this GRFMA Long-term Financial Plan should ensure provision of suitable funds to maintain and operate the Dam at required service levels. (i.e. it's not so much about funds for depreciation and eventual replacement, rather ensuring the GRFMA is provided with sufficient cash flow to maintain the Dam).

Other indicators that focus attention on factors identified as key to securing long-term financial security include:

- Net financial liabilities
- Operating surplus ratio
- Operating surplus ration (Excluding Depreciation Expense)
- Net financial liabilities ratio
- Asset sustainability ratio

In considering these indicators it is important to note the GRFMA does not raise land taxes(rates) as other councils do, rather the GRFMA is dependent upon subscriptions levied on the Constituent Councils in accordance with Clause 10.2 of the Charter for its continued existence and ability to co-ordinate the construction, operation and maintenance of flood mitigation infrastructure for the Gawler River.

### **Long Term Financial Plan Presentation**

In accordance with the Local Government (Financial Management) Regulations 1999, Part 2, Section 5 and pursuant to section 122(2)(b) of the Local Government Act 1999, a Long Term Financial Plan must include –

- (a) *an estimated income statement, balance sheet, statement of changes in equity and statement of cashflows with respect to the period of the long-*



*term financial plan presented in a manner consistent with the Model Financial Statements;*

- (b) a summary of proposed operating and capital investment activities presented in a manner consistent with the note in the Model Financial Statements entitled Uniform Presentation of Finances;*
- (c) estimates with respect to an operating surplus ratio, an asset sustainability ratio and net financial liabilities ratio presented in a manner consistent with the note in the Model Financial Statements entitled Financial Indicators.*

GRFMA's Long Term Financial Plan has been expressed and presented in accordance with the above-mentioned legislation and can be found in Part 5.

#### **4. Performance Indicators**

The legislation requires that GRFMA's strategic management plans, which include the Long Term Financial Plan, state the measures (financial and non-financial) that are to be used to monitor and assess the performance of the GRFMA against its objectives.

##### **4.1 Basic Assumptions**

The basic assumptions in relation to the major drivers of GRFMA expenditure including inflation (Consumer Price Index), as well as a number of expenditure influencers and capital expenditure projections are detailed below.

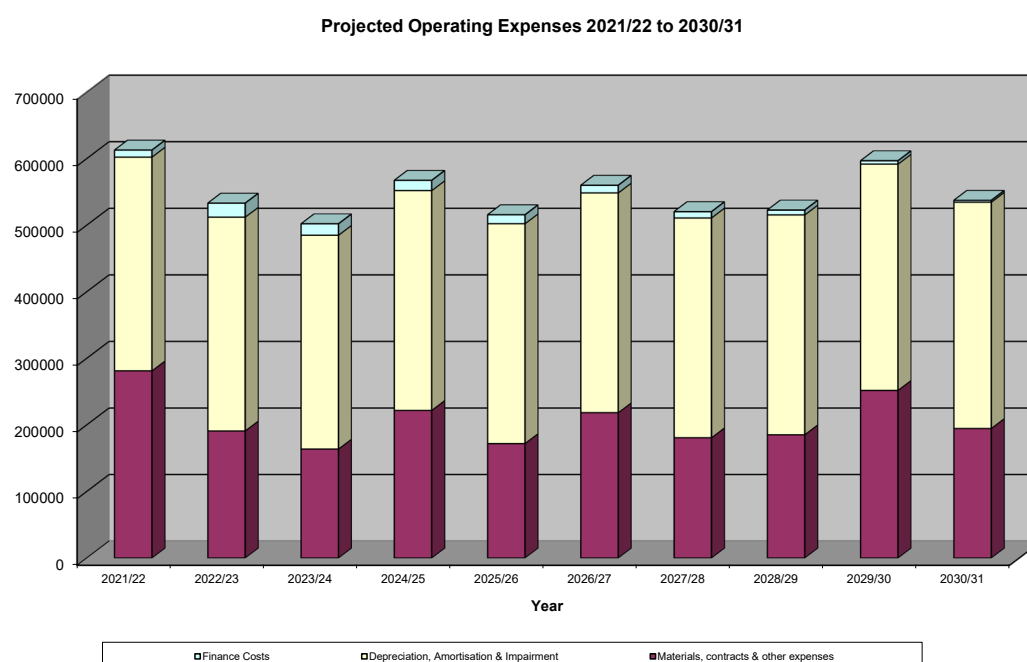
The underlying assumption is that the levels of service being provided are relatively unchanged. As indicated above some of these levels are externally determined. Others depend on GRFMA policy. For instance if GRFMA wishes to increase the level of expenditure on renewal of assets or to construct new assets then that is an increase in service level. This increase must be accompanied by an increase in funding either from an increase in income such as constituent council contributions, state or federal government funding or borrowings.

- The Consumer Price Index (CPI) is regarded as Australia's key measure of inflation. It is designed to provide a general measure of price inflation for the Australian household sector as a whole. The CPI measures changes over time in a wide range of consumer goods and services acquired by Australian metropolitan households and is measured quarterly this is assumed to be 2% for 2022/2023 and 2.5% for the remainder of the plan
- Existing service levels will be maintained. This includes periodic (2 year and 5 year programmed Bruce Eastick North Para Flood Mitigation Dam inspections);
- Constituent council contributions will vary in accordance with the cost of the relevant inspection frequency and subsequent maintenance requirement costs and flood mitigation initiatives as agreed with constituent councils.
- User charges will increase by CPI;
- Other revenues will increase by CPI;
- Operating costs (other than financing costs) will increase by CPI;

## 4.2 GRFMA Operations Expenditure/Revenue Analysis

*Operating Expenses* – this is what it costs to operate the GRFMA services.

### **EXPENSES**



#### **Materials, Contracts & Other Expenses**

Materials, Contract & Other Expenses, effectively include all expenses that are NOT employee costs, finance costs, or depreciation, amortisation & impairment. Note the GRFMA does not have any employees.

This plan factors that these costs will increase by CPI.

#### **Depreciation, Amortisation & Impairment**

Depreciation relates to infrastructure, property, plant and equipment to which the GRFMA has title.

The annual depreciation of an asset reflects the financial value of the rate at which the asset wears out each year and hence the amount of money which will need to be spent at a point in time in the future to either rebuild or replace the asset.

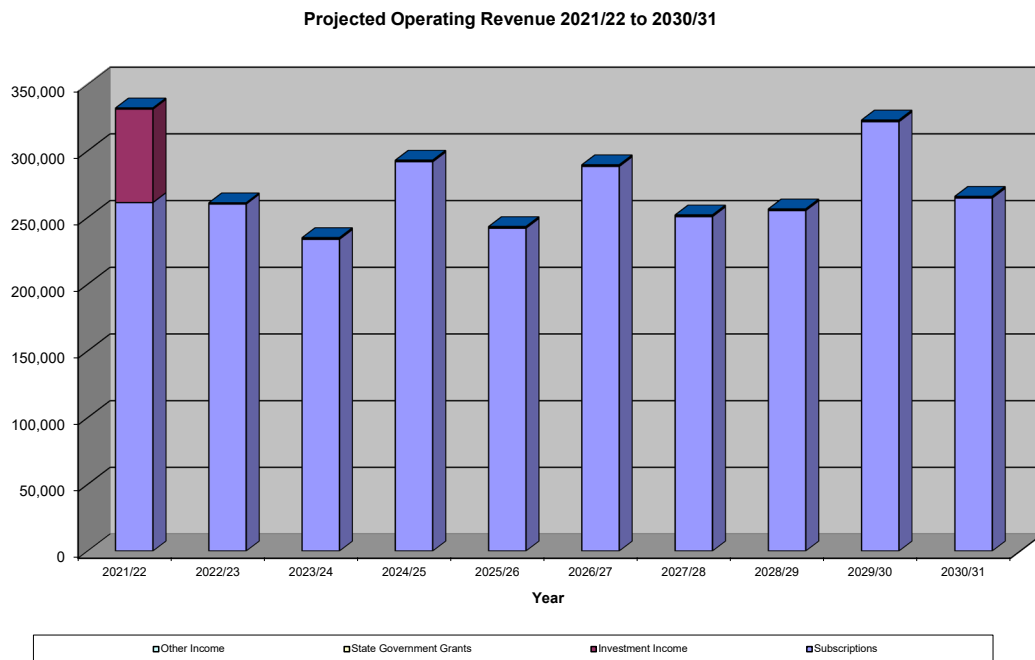
Funding (cash allocation) of annual depreciation calculations is not undertaken, rather the policy is ensuring the GRFMA is provided with sufficient cash flow to maintain the Dam at required service provision levels.

#### **Finance Costs**

Finance Costs are the costs of financing activities through borrowings or other types of financial accommodation (e.g. finance leases). This does not include bank charges which is included under materials, contract and other expenses.

Finance Charges for the purpose of this plan have been derived by the interest payable over the next ten years on our already existing loan portfolio.

## **REVENUE**



### **Subscriptions**

Subscriptions are contributions received from constituent councils.

### **Grants, Subsidies and Contributions**

Includes grants and subsidies from all sources but excludes grants and subsidies specifically provided for new/upgraded assets.

### **Investment Income**

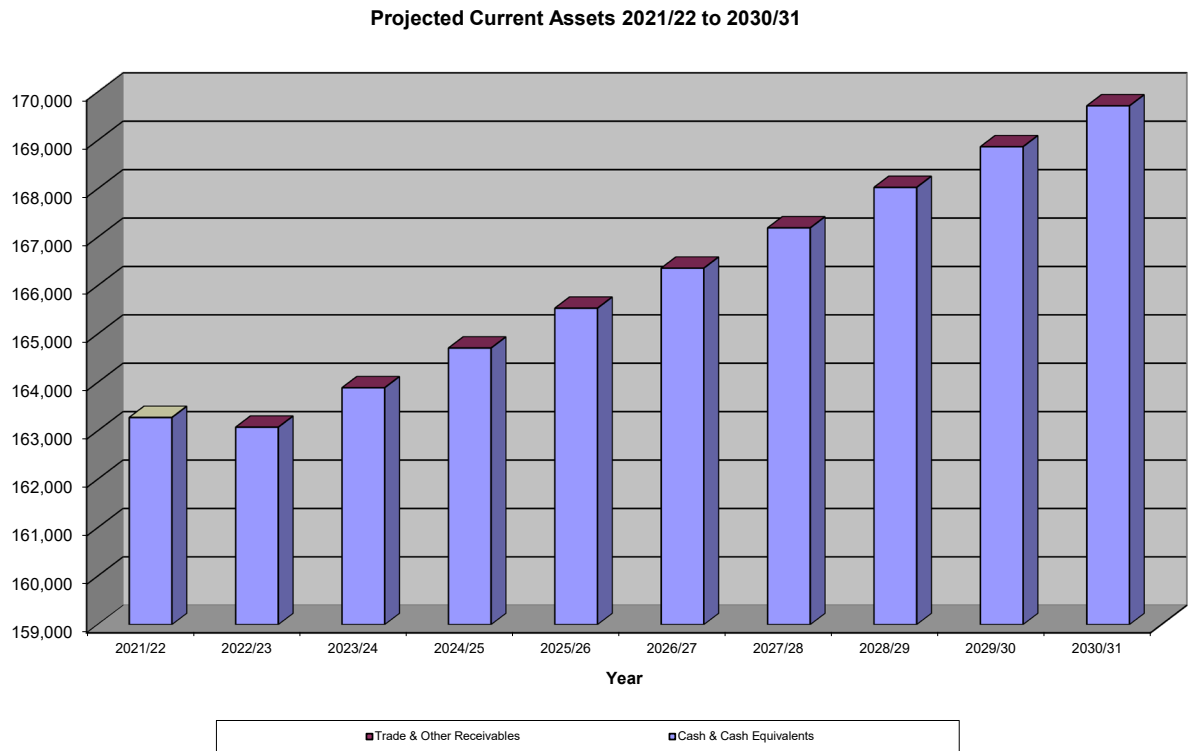
Investment income is revenue from financial investments.

It includes interest received from the Local Government Finance Authority [ LGFA ] or banks.

### **Other Income**

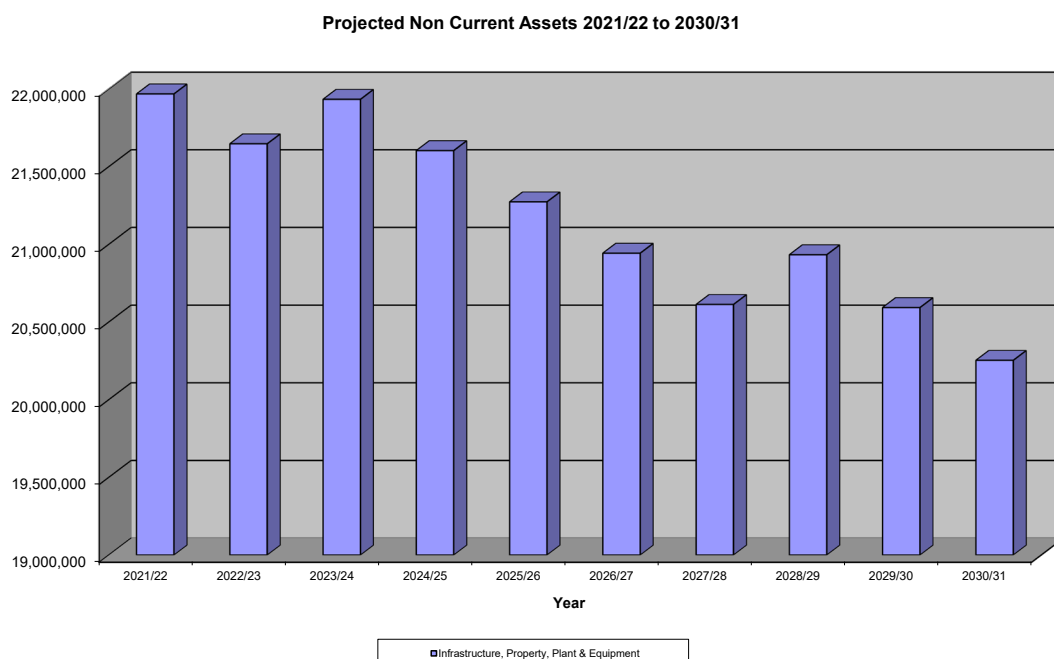
Other revenue is revenue not classified elsewhere.

## CURRENT ASSETS



## **NON CURRENT ASSETS**

Non-current assets include 'fixed' assets such as Land and Dam Infrastructure.



*Capital Expenditure on Renewal Replacement of Existing Assets* - GRFMA expenditure on assets has two parts.

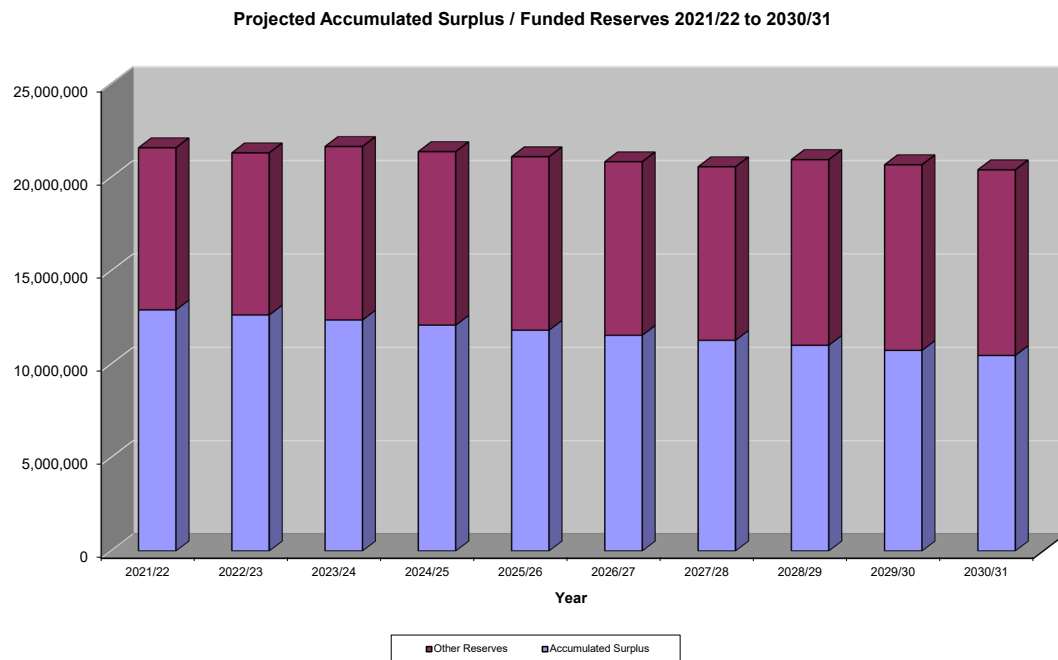
The first is maintenance. This is included in operating expenditure.

The second is capital. That is expenditure on the renewal of GRFMA assets. This is not shown under operating expenditure. It is included in the Balance Sheet of the GRFMA as an asset. Generally the asset is subsequently depreciated. As indicated above this depreciation expense is included in the operating expenses.

The replacement of Assets is in accordance with GRFMAs Asset Management Plans.

The fluctuation in Non-Current Assets is a result of the Asset Revaluations that have been factored in every 5 years.

## **ACCUMULATED SURPLUS / FUNDED RESERVES**



The movement in the Accumulated Surplus / Funded Reserves is determined by the net operating surplus / (deficit) illustrated on the budgeted Statement of Comprehensive Income – an operating surplus will increase the overall balance whilst a deficit will reduce it.

Not funding depreciation will generally result in annual operating deficits and this is reflected in the reduction of Accumulated Surplus/ Funded Reserves.

### 4.3 Key Financial Indicators

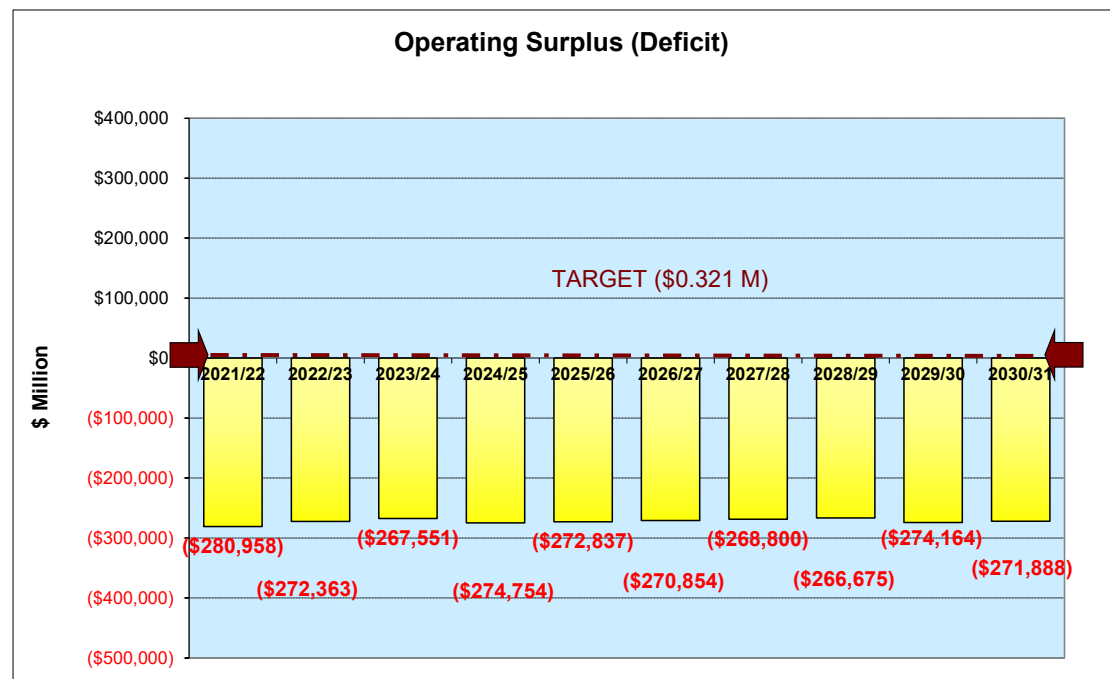
#### Indicator 1 – Operating Surplus (Deficit)

An operating surplus indicates the extent to which operating revenues are sufficient to meet all operating expenses including depreciation and consequently the extent to which the burden of expenses is being met by current ratepayers.

An operating deficit occurs when total operating expenses exceed total operating revenues.

*Calculated as: Operating surplus/ (deficit) before capital amounts (as shown on the Income Statement)*

GRFMA's target is to be at deficit position equivalent of depreciation expense each year.



GRFMA's Long Term Financial Plan indicates through the graph above that it will operate on average over the term with an operating deficit.

This means that GRFMA will have less available cash to spend on the construction of new assets after renewal of existing assets whilst maintaining its current level of services.



## Indicator 2 – Operating Surplus (Deficit) (Excluding Depreciation)

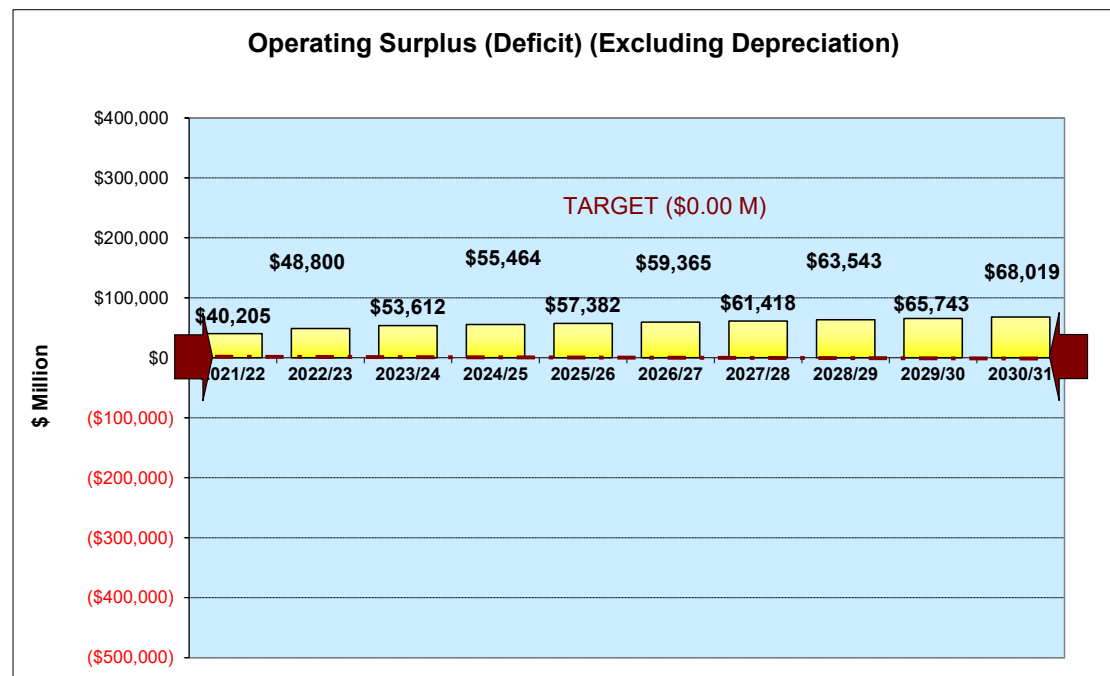
An operating surplus indicates the extent to which operating revenues are sufficient to meet all operating expenses including depreciation and consequently the extent to which the burden of expenses is being met by current ratepayers.

An operating deficit occurs when total operating expenses exceed total operating revenues.

The Board has elected to include this ratio to show the annual balance excluding depreciation based on GRFMA's long term policy of not funding depreciation of the dam.

*Calculated as: Operating surplus/ (deficit) before capital amounts (as shown on the Income Statement) less Depreciation Expense*

GRFMA's target is to be at a breakeven position each year.



GRFMA's Long Term Financial Plan indicates through the graph above that it will operate on average over the term with an operating surplus.

This means that GRFMA will have cash to repay loan borrowings or spend on the construction of new assets or renewal of existing assets.

### Indicator 3 - Operating Surplus (Deficit) Ratio

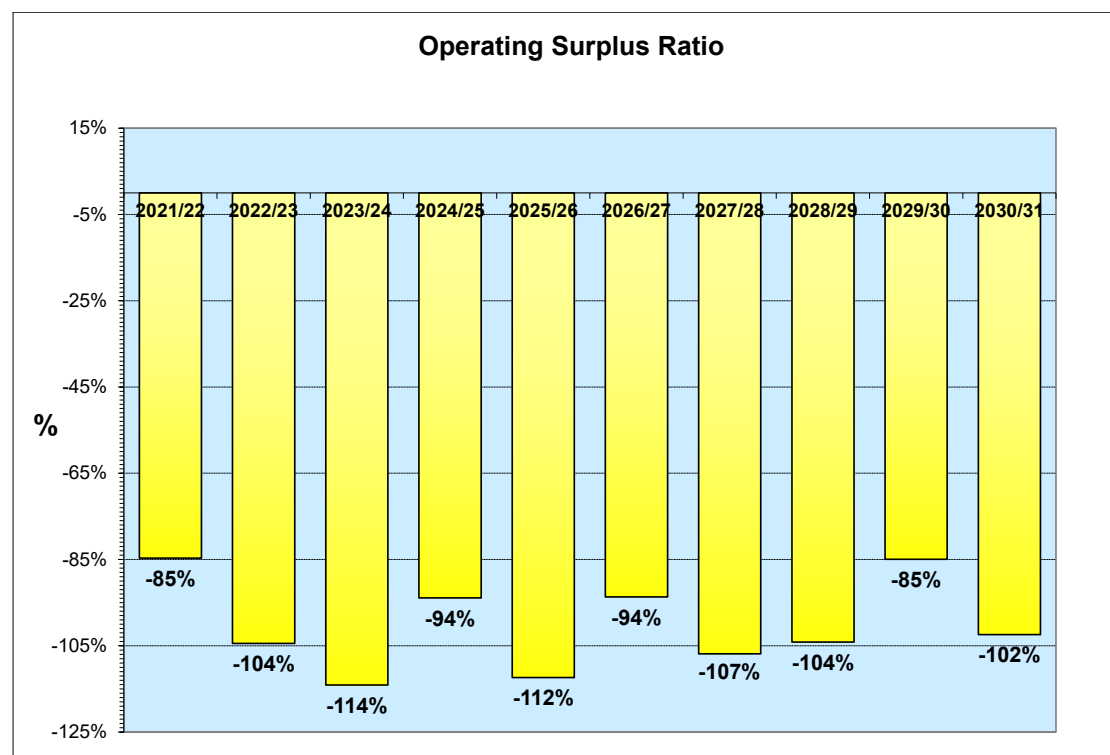
This ratio expresses the operating surplus (deficit) as a percentage of general revenue

A negative ratio indicates the percentage increase in total rates required to achieve a breakeven operating result.

A positive ratio indicates the percentage of total revenue available to fund capital expenditure over and above the level of depreciation expense, without increasing GRFMA's level of net financial liabilities. If this amount is not required for capital expenditure it simply reduces the level of net financial liabilities.

*Calculated as; Operating surplus (as above) Divided by Operating Revenues*

GRFMA's target is a deficit equivalent of depreciation expense each year.



#### Indicator 4 - Net Financial Liabilities

Net Financial Liabilities measure a GRFMA's total indebtedness.

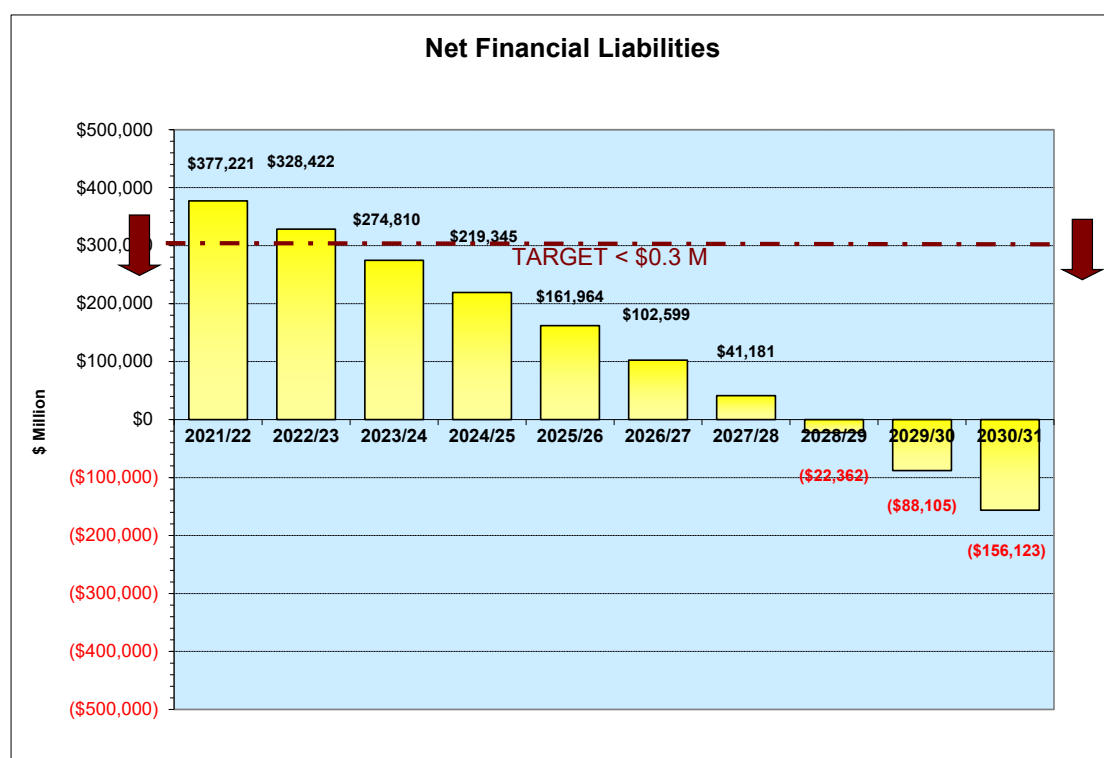
Net financial liabilities is a broader measure than net debt as it includes all of a GRFMA's obligations.

The level of net financial liabilities increases when a net borrowing result occurs in a financial year and will result in a GRFMA incurring liabilities and/or reducing financial assets.

The level of net financial liabilities decreases when a net lending result occurs in a financial year and will result in a GRFMA purchasing financial assets and/or repaying liabilities.

*Calculated as: Total Liabilities (from Balance Sheet) Less Current cash and cash equivalents Current trade & other receivables Current other financial assets Noncurrent financial assets*

GRFMA's limit is 100% of total annual revenue.



Local Government sector proposed targets for this indicator suggest that GRFMA's Net Financial Liabilities should not exceed total operating revenue.

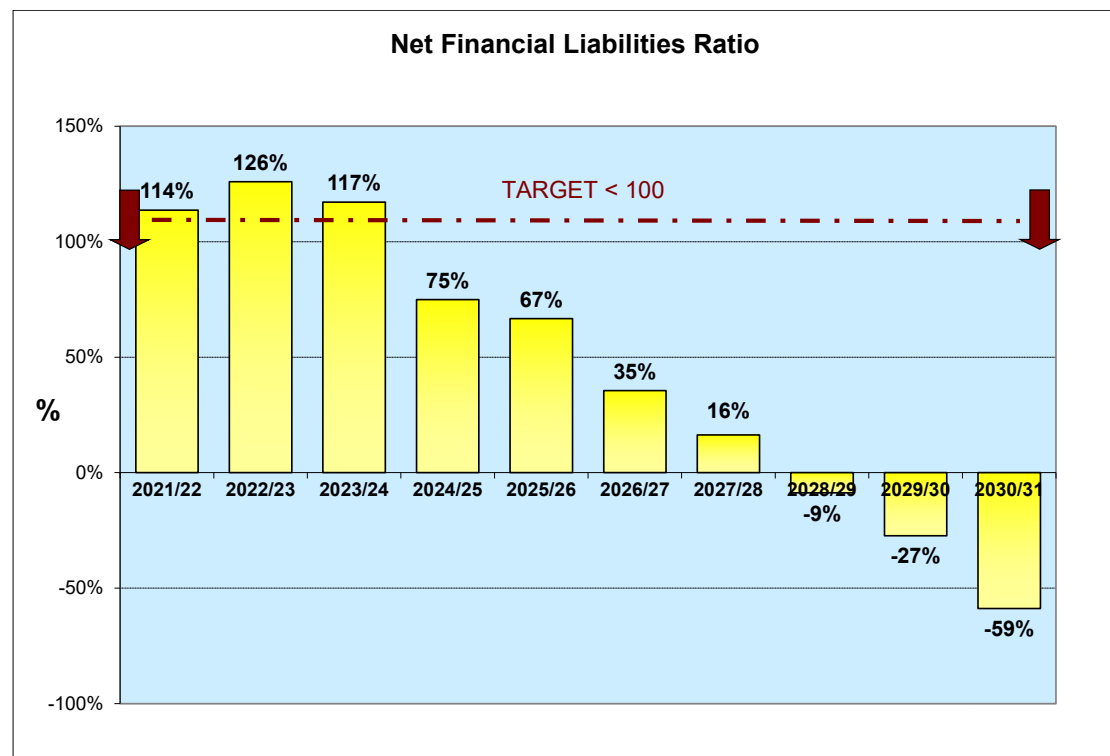
GRFMA does have outstanding loans that will be repaid during the LTFP

### Indicator 5 - Net Financial Liabilities Ratio

This ratio indicates the extent to which net financial liabilities of the GRFMA can be met by the GRFMA's total operating revenue. Where the ratio is falling it indicates the GRFMA's capacity to meet its financial obligations from operating revenues is strengthening. Where the ratio is increasing it indicates a greater amount of GRFMA's operating revenues is required to service its financial obligations.

*Calculated as; Net financial liabilities (as above) Divided by Total operating revenues*

GRFMA's limit is 100%.



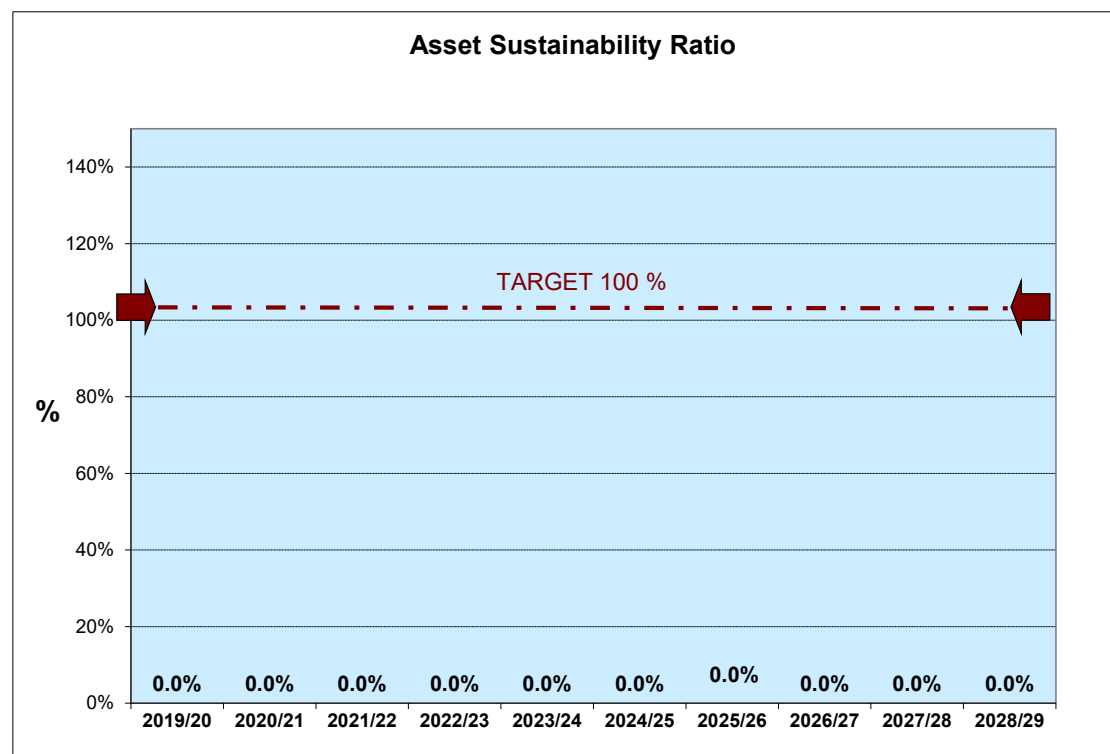
Local Government sector proposed targets for this indicator suggest that GRFMA's Net Financial liabilities should not exceed total operating revenue or 100%.

For the purpose of preparing the Plan a target of 100% has been adopted, GRFMA will be slightly above this for the first 2 years as a result of new borrowings.

### Indicator 6 - Asset Sustainability Ratio

This ratio indicates whether the GRFMA is renewing or replacing existing physical assets at the rate at which they are wearing out. On occasions, the GRFMA will accelerate or reduce asset expenditures over time to compensate for prior events, or invest in assets by spending more now so that it costs less in the future to maintain.

*Calculated as: Expenditure on renewal/replacement of assets (Cash Flow Statement) Less Sale of replaced assets (Cash Flow Statement) Divided by Proposed Expenditure per Asset Management Plan.*



Local Government sector proposed targets for this indicator suggest that GRFMA's should target a range of between 90% to 100% over any three year period, however this does not allow for the "lumpy" nature of required expenditure on asset renewal, e.g. Periodic inspections of the Dam will determine any immediate and significant expenditure requirement to upgrade or replace asset components.

### **Significant Long Term Financial Plan Risks**

Whilst the Plan has included all ongoing commitments it primarily forecasts results based on existing activities. There is an inherent risk that circumstances may change in the future which may materially affect the projected financial estimates.

Typically, this might be unprecedented rainfall events and subsequent flooding occurrence.

Gawler River Flood Management Authority															
Long Term Financial Plan Model															
ESTIMATED COMPREHENSIVE INCOME STATEMENT															
Year Ended 30 June:	Indexing Factor		2019 Actual	2020 Actual	2021 Actual	2022 DRAFT Year 1	2023 Plan Year 2	2024 Plan Year 3	2025 Plan Year 4	2026 Plan Year 5	2027 Plan Year 6	2028 Plan Year 7	2029 Plan Year 8	2030 Plan Year 9	2031 Plan Year 10
	* CPI Federal/RBA predictions														
	LGPI 5yr average = 2.0%														
<b>INCOME</b>															
Subscriptions	LGPI 5yr average	2% for 22/23 & 2.5% for the remainder	231,577	230,300	196,235	261,252	260,120	233,693	291,785	241,980	288,279	250,686	255,204	321,834	264,579
Grants, subsidies, contributions			0	98,980	20,000	70,000	0	0	0	0	0	0	0	0	0
Investment Income	0.5% on Closing Balance of Account	0.50%	1,718	1,042	1,009	600	600	815	819	824	828	832	836	840	844
Other Revenue			5,024	100	100	0	0	0	0	0	0	0	0	0	0
<b>Total Revenues</b>			<b>238,319</b>	<b>330,422</b>	<b>217,344</b>	<b>331,852</b>	<b>260,720</b>	<b>234,508</b>	<b>292,604</b>	<b>242,804</b>	<b>289,107</b>	<b>251,518</b>	<b>256,040</b>	<b>322,675</b>	<b>265,426</b>
<b>EXPENSES</b>															
Materials, contracts & other expenses	LGPI (5 yr average)	2% for 22/23 & 2.5% for the remainder	146,603	257,035	177,535	281,147	190,920	163,693	221,785	171,980	218,279	180,686	185,204	251,834	194,580
Depreciation		1.49%	233,081	321,163	321,163	321,163	321,163	321,163	330,218	330,218	330,218	330,218	330,218	339,907	339,907
Finance Costs			0	0	0	10,500	21,000	17,203	15,355	13,442	11,463	9,414	7,293	5,098	2,827
<b>Total Expenses</b>			<b>379,684</b>	<b>578,198</b>	<b>498,698</b>	<b>612,810</b>	<b>533,083</b>	<b>502,059</b>	<b>567,358</b>	<b>515,640</b>	<b>559,960</b>	<b>520,318</b>	<b>522,715</b>	<b>596,840</b>	<b>537,314</b>
<b>OPERATING SURPLUS/(DEFICIT) BEFORE CAPITAL AMOUNTS</b>			<b>(141,365)</b>	<b>(247,776)</b>	<b>(281,354)</b>	<b>(280,958)</b>	<b>(272,363)</b>	<b>(267,551)</b>	<b>(274,754)</b>	<b>(272,837)</b>	<b>(270,854)</b>	<b>(268,800)</b>	<b>(266,675)</b>	<b>(274,164)</b>	<b>(271,888)</b>
Net gain/(loss) on disposal or revaluations			0	0	0	0	0	0	0	0	0	0	0	0	0
Amounts specifically for new assets			0	0	0	0	0	0	0	0	0	0	0	0	0
<b>NET SURPLUS/(DEFICIT)</b>			<b>(141,365)</b>	<b>(247,776)</b>	<b>(281,354)</b>	<b>(280,958)</b>	<b>(272,363)</b>	<b>(267,551)</b>	<b>(274,754)</b>	<b>(272,837)</b>	<b>(270,854)</b>	<b>(268,800)</b>	<b>(266,675)</b>	<b>(274,164)</b>	<b>(271,888)</b>
<b>Other Comprehensive Income</b>															
Changes in revaluation surplus - IPP&E		1.40%	5,830,163	0	0	0	0	607,738	0	0	0	0	650,280	0	0
<b>Total Other Comprehensive Income</b>			<b>5,830,163</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>607,738</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>650,280</b>	<b>0</b>	<b>0</b>
<b>TOTAL COMPREHENSIVE INCOME</b>			<b>5,688,798</b>	<b>(247,776)</b>	<b>(281,354)</b>	<b>(280,958)</b>	<b>(272,363)</b>	<b>340,188</b>	<b>(274,754)</b>	<b>(272,837)</b>	<b>(270,854)</b>	<b>(268,800)</b>	<b>383,604</b>	<b>(274,164)</b>	<b>(271,888)</b>
<b>NET SURPLUS/(DEFICIT) EXCLUDING DEPRECIATION EXPENSE</b>			<b>91,716</b>	<b>73,387</b>	<b>39,809</b>	<b>40,205</b>	<b>48,800</b>	<b>53,612</b>	<b>55,464</b>	<b>57,382</b>	<b>59,365</b>	<b>61,418</b>	<b>63,543</b>	<b>65,743</b>	<b>68,019</b>
(Net Surplus/(Deficit) plus add back depreciation not funded)															



Gawler River Flood Management Authority  
Long Term Financial Plan Model  
ESTIMATED BALANCE SHEET

Year Ended 30 June:			2019 Actual	2020 Actual	2021 Actual	2022 Draft Year 1	2023 Plan Year 2	2024 Plan Year 3	2025 Plan Year 4	2026 Plan Year 5	2027 Plan Year 6	2028 Plan Year 7	2029 Plan Year 8	2030 Plan Year 9	2031 Plan Year 10
<b>ASSETS</b>															
<b>Current Assets</b>															
Cash & Equivalent Assets			66,902	151,764	169,344	163,278	163,078	163,893	164,713	165,536	166,364	167,196	168,032	168,872	169,716
Investments			0	0	0	0	0	0	0	0	0	0	0	0	0
Trade and Other Receivables			1,958	32,152	49,279	0	0	0	0	0	0	0	0	0	0
<b>Total Current Assets</b>			68,860	183,916	218,623	163,279	163,078	163,893	164,713	165,536	166,364	167,196	168,032	168,873	169,718
<b>Non-Current Assets</b>															
Land			477,000	477,000	477,000	477,000	477,000	477,000	477,000	477,000	477,000	477,000	477,000	477,000	477,000
Infrastructure, Property, Plant & Equipment			21,855,000	21,533,837	21,212,674	21,491,511	21,170,349	21,456,924	21,126,706	20,796,488	20,466,269	20,136,051	20,456,112	20,116,205	19,776,298
<b>Total Non-Current Assets</b>			22,332,000	22,010,837	21,689,674	21,968,511	21,647,349	21,933,924	21,603,706	21,273,488	20,943,269	20,613,051	20,933,112	20,593,205	20,253,298
<b>Total Assets</b>			22,400,860	22,194,753	21,908,297	22,131,790	21,810,427	22,097,818	21,768,419	21,439,024	21,109,633	20,780,247	21,101,144	20,762,078	20,423,017
<b>LIABILITIES</b>															
<b>Current Liabilities</b>															
Trade & Other Payables			0	41,669	36,567	0	0	0	0	0	0	0	0	0	0
Borrowings			0	0	0	49,000	52,797	54,645	56,558	58,537	60,586	62,707	64,902	67,173	0
Provisions			0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total Current Liabilities</b>			0	41,669	36,567	49,000	52,797	54,645	56,558	58,537	60,586	62,707	64,902	67,173	0
<b>Non-Current Liabilities</b>															
Borrowings			0	0	0	491,500	438,703	384,058	327,500	268,963	208,377	145,670	80,768	13,595	13,595
Provisions			0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total Non-Current Liabilities</b>			0	0	0	491,500	438,703	384,058	327,500	268,963	208,377	145,670	80,768	13,595	13,595
<b>Total Liabilities</b>			0	41,669	36,567	540,500	491,500	438,703	384,058	327,500	268,963	208,377	145,670	80,768	13,595
<b>NET ASSETS</b>			22,400,860	22,153,084	21,871,730	21,591,290	21,318,927	21,659,115	21,384,361	21,111,524	20,840,670	20,571,870	20,955,474	20,681,310	20,409,422
<b>EQUITY</b>															
Accumulated Surplus			13,718,887	13,471,111	13,189,757	12,909,317	12,636,954	12,369,403	12,094,650	11,821,813	11,550,959	11,282,159	11,015,483	10,741,319	10,469,431
Asset Revaluation Reserve			8,681,973	8,681,973	8,681,973	8,681,973	8,681,973	9,289,711	9,289,711	9,289,711	9,289,711	9,289,711	9,939,991	9,939,991	9,939,991
Other Reserves			0	0	0	0	0	0	0	0	0	0	0	0	0
<b>TOTAL EQUITY</b>			22,400,860	22,153,084	21,871,730	21,591,290	21,318,927	21,659,115	21,384,361	21,111,524	20,840,670	20,571,870	20,955,474	20,681,310	20,409,422

Gawler River Flood Management Authority  
Long Term Financial Plan Model  
ESTIMATED STATEMENT OF CHANGES IN EQUITY

Year Ended 30 June:			2019 Actual	2020 Actual	2021 Actual	2022 Draft	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan
						Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
<b>ACCUMULATED SURPLUS</b>															
Balance at end of previous reporting period			13,860,252	13,718,887	13,471,111	13,189,757	12,909,317	12,636,954	12,369,403	12,094,650	11,821,813	11,550,959	11,282,159	11,015,483	10,741,319
Net Result for Year			(141,365)	(247,776)	(281,354)	(280,440)	(272,363)	(267,551)	(274,754)	(272,837)	(270,854)	(268,800)	(266,675)	(274,164)	(271,888)
Transfers to Other Reserves			0	0	0	0	0	0	0	0	0	0	0	0	0
Transfers from Other Reserves			0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Balance at end of period</b>			<b>13,718,887</b>	<b>13,471,111</b>	<b>13,189,757</b>	<b>12,909,317</b>	<b>12,636,954</b>	<b>12,369,403</b>	<b>12,094,650</b>	<b>11,821,813</b>	<b>11,550,959</b>	<b>11,282,159</b>	<b>11,015,483</b>	<b>10,741,319</b>	<b>10,469,431</b>
<b>ASSET REVALUATION RESERVE</b>															
Land	11312		11,312	11,312	11,312	11,312	11,312	12,104	12,104	12,104	12,104	12,104	12,104	12,951	12,951
Dam	8671874		8,671,874	8,671,874	8,671,874	8,671,874	8,671,874	9,278,905	9,278,905	9,278,905	9,278,905	9,278,905	9,278,905	9,928,429	9,928,429
Access Roads	-1213		(1,213)	(1,213)	(1,213)	(1,213)	(1,213)	(1,298)	(1,298)	(1,298)	(1,298)	(1,298)	(1,298)	(1,389)	(1,389)
<b>Balance at end of period</b>	<b>8681973</b>		<b>8,681,973</b>	<b>8,681,973</b>	<b>8,681,973</b>	<b>8,681,973</b>	<b>8,681,973</b>	<b>9,289,711</b>	<b>9,289,711</b>	<b>9,289,711</b>	<b>9,289,711</b>	<b>9,289,711</b>	<b>9,289,711</b>	<b>9,939,991</b>	<b>9,939,991</b>
<b>OTHER RESERVES</b>															
Balance at end of previous reporting period			0	0	0	0	0	0	0	0	0	0	0	0	0
Transfers from Accumulated Surplus			0	0	0	0	0	0	0	0	0	0	0	0	0
Transfers to Accumulated Surplus			0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Balance at end of period</b>			<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL EQUITY AT END OF REPORTING PERIOD</b>			<b>22,400,860</b>	<b>22,153,084</b>	<b>21,871,730</b>	<b>21,591,290</b>	<b>21,318,927</b>	<b>21,659,115</b>	<b>21,384,361</b>	<b>21,111,524</b>	<b>20,840,670</b>	<b>20,571,870</b>	<b>20,955,474</b>	<b>20,681,310</b>	<b>20,409,422</b>

Gawler River Flood Management Authority  
Long Term Financial Plan Model  
ESTIMATED CASH FLOW STATEMENT

Year Ended 30 June:			2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
			Actual	Actual	Actual	Draft	Plan	Plan	Plan	Plan	Plan	Plan	Plan	Plan	Plan
						Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>															
<u>Receipts</u>															
Subscriptions			231,577	200,193	179,095	311,048	260,120	233,693	291,785	241,980	288,279	250,686	255,204	321,834	264,579
Grants, subsidies, contributions			0	98,980	20,000	70,000	0	0	0	0	0	0	0	0	0
Investment Income			1,800	1,055	1,023	600	600	815	819	824	828	832	836	840	844
Other Revenue			4,797	0	100	0	0	0	0	0	0	0	0	0	0
<u>Payments</u>															
Materials, contracts & other expenses			(146,602)	(215,367)	(182,638)	(317,714)	(190,920)	(163,693)	(221,785)	(171,980)	(218,279)	(180,686)	(185,204)	(251,834)	(194,580)
Finance Costs			0	0	0	(10,500)	(21,000)	(17,203)	(15,355)	(13,442)	(11,463)	(9,414)	(7,293)	(5,098)	(2,827)
<b>Net Cash provided by (or used in) Operating Activities</b>			<b>91,572</b>	<b>84,861</b>	<b>17,580</b>	<b>53,434</b>	<b>48,800</b>	<b>53,612</b>	<b>55,464</b>	<b>57,382</b>	<b>59,365</b>	<b>61,418</b>	<b>63,543</b>	<b>65,742</b>	<b>68,017</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>															
<u>Receipts</u>															
Amounts Specifically for New/Upgraded Assets			0	0	0	0	0	0	0	0	0	0	0	0	0
Sale of Renewed/Replaced Assets			0	0	0	0	0	0	0	0	0	0	0	0	0
Sale of Surplus Assets			0	0	0	0	0	0	0	0	0	0	0	0	0
<u>Payments</u>															
Expenditure on Renewal/Replacement of Assets			0	0	0	0	0	0	0	0	0	0	0	0	0
Expenditure on New/Upgraded Assets			(84,081)	0	0	(600,000)	0	0	0	0	0	0	0	0	0
Loans Made to Community Groups			0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Net Cash Provided by (or used in) Investing Activities</b>			<b>(84,081)</b>	<b>0</b>	<b>0</b>	<b>(600,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>															
<u>Receipts</u>															
Proceeds from Borrowings			0	0	0	600,000	0	0	0	0	0	0	0	0	0
<u>Payments</u>															
Repayments of Borrowings			0	0	0	(59,500)	(49,000)	(52,797)	(54,645)	(56,558)	(58,537)	(60,586)	(62,707)	(64,902)	(67,173)
<b>Net Cash provided by (or used in) Financing Activities</b>			<b>0</b>	<b>0</b>	<b>0</b>	<b>540,500</b>	<b>(49,000)</b>	<b>(52,797)</b>	<b>(54,645)</b>	<b>(56,558)</b>	<b>(58,537)</b>	<b>(60,586)</b>	<b>(62,707)</b>	<b>(64,902)</b>	<b>(67,173)</b>
<b>Net Increase/(Decrease) in cash held</b>			<b>7,491</b>	<b>84,861</b>	<b>17,580</b>	<b>(6,066)</b>	<b>(200)</b>	<b>815</b>	<b>819</b>	<b>824</b>	<b>828</b>	<b>832</b>	<b>836</b>	<b>840</b>	<b>844</b>
<b>Opening cash, cash equivalents or (bank overdraft)</b>			<b>59,412</b>	<b>66,903</b>	<b>151,764</b>	<b>169,344</b>	<b>163,278</b>	<b>163,078</b>	<b>163,893</b>	<b>164,713</b>	<b>165,536</b>	<b>166,364</b>	<b>167,196</b>	<b>168,032</b>	<b>168,872</b>
<b>Closing cash, cash equivalents or (bank overdraft)</b>			<b>66,903</b>	<b>151,764</b>	<b>169,344</b>	<b>163,278</b>	<b>163,078</b>	<b>163,893</b>	<b>164,713</b>	<b>165,536</b>	<b>166,364</b>	<b>167,196</b>	<b>168,032</b>	<b>168,872</b>	<b>169,716</b>

Gawler River Flood Management Authority															
Long Term Financial Plan Model															
SUMMARY STATEMENT INCLUDING FINANCING TRANSACTIONS															
Year Ended 30 June:			2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
			Actual	Actual	Actual	Draft	Plan	Plan	Plan	Plan	Plan	Plan	Plan	Plan	Plan
						Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Operating Revenues			238,319	330,422	217,344	331,852	260,720	234,508	292,604	242,804	289,107	251,518	256,040	322,675	265,426
less Operating Expenses			379,684	578,198	498,698	612,810	533,083	502,059	567,358	515,640	559,960	520,318	522,715	596,840	537,314
<b>Operating Surplus/(Deficit) before Capital Amounts</b>			<b>(141,365)</b>	<b>(247,776)</b>	<b>(281,354)</b>	<b>(280,958)</b>	<b>(272,363)</b>	<b>(267,551)</b>	<b>(274,754)</b>	<b>(272,837)</b>	<b>(270,854)</b>	<b>(268,800)</b>	<b>(266,675)</b>	<b>(274,164)</b>	<b>(271,888)</b>
<b>Less: Net Outlays on Existing Assets</b>															
Capital Expenditure on Renewal/Replacement of Existing Assets			0	0	0	0	0	0	0	0	0	0	0	0	0
less Depreciation, Amortisation & Impairment			233,081	321,163	321,163	321,163	321,163	321,163	330,218	330,218	330,218	330,218	330,218	339,907	339,907
less Proceeds from Sale of Replaced Assets			0	0	0	0	0	0	0	0	0	0	0	0	0
			<b>(233,081)</b>	<b>(321,163)</b>	<b>(321,163)</b>	<b>(321,163)</b>	<b>(321,163)</b>	<b>(321,163)</b>	<b>(330,218)</b>	<b>(330,218)</b>	<b>(330,218)</b>	<b>(330,218)</b>	<b>(330,218)</b>	<b>(339,907)</b>	<b>(339,907)</b>
<b>Less: Net Outlays on New and Upgraded Assets</b>															
Capital Expenditure on New/Upgraded Assets			84,081	0	0	600,000	0	0	0	0	0	0	0	0	0
less Amounts Specifically for New/Upgraded Assets			0	0	0	0	0	0	0	0	0	0	0	0	0
less Proceeds from Sale of Surplus Assets			0	0	0	0	0	0	0	0	0	0	0	0	0
			<b>84,081</b>	<b>0</b>	<b>0</b>	<b>600,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Lending / (Borrowing) for Financial Year</b>			<b>7,635</b>	<b>73,387</b>	<b>39,809</b>	<b>(559,795)</b>	<b>48,800</b>	<b>53,612</b>	<b>55,464</b>	<b>57,382</b>	<b>59,365</b>	<b>61,418</b>	<b>63,543</b>	<b>65,743</b>	<b>68,019</b>
In any one year, the above financing transactions are associated with either applying surplus funds stemming from a net lending result or accommodating the funding requirement stemming from a net borrowing result.															
Year Ended 30 June:			2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
<b>FINANCING TRANSACTIONS</b>			<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Draft</b>	<b>Plan</b>	<b>Plan</b>	<b>Plan</b>	<b>Plan</b>	<b>Plan</b>	<b>Plan</b>	<b>Plan</b>	<b>Plan</b>	<b>Plan</b>
						Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
New Borrowings			0	0	0	600,000	0	0	0	0	0	0	0	0	0
Repayment of Principal on Borrowings			0	0	0	59,500	49,000	52,797	54,645	56,558	58,537	60,586	62,707	64,902	67,173
Increase/(Decrease) in Cash and Cash Equivalents			7,491	84,861	17,580	(6,066)	(200)	815	819	824	828	832	836	840	844
Increase/(Decrease) in Receivables			0	1	2	3	4	5	6	7	8	9	10	11	12
Increase/(Decrease) in Payables & Provisions			0	0	0	0	0	0	0	0	0	0	0	0	0
Other – Including the Movement in Inventories			0	1	2	3	4	5	6	7	8	9	10	11	12
<b>Financing Transactions</b>			<b>7,491</b>	<b>84,863</b>	<b>17,584</b>	<b>653,440</b>	<b>48,808</b>	<b>53,622</b>	<b>55,476</b>	<b>57,396</b>	<b>59,381</b>	<b>61,436</b>	<b>63,563</b>	<b>65,764</b>	<b>68,041</b>

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<b>Agenda Item:</b>	<b>8.10</b>
<b>Committee:</b>	<b>Board</b>
<b>Meeting Date:</b>	<b>16 June 2022</b>
<b>Title:</b>	<b>GRFMA Chairperson Leave of Absence</b>

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**Recommendation:****That:**

1. **Chairperson, Mr Ian Baldwin, be granted a leave of absence from 17/06/2022 up to and including 02/09/2022.**
  2. **\_\_\_\_\_ be appointed as Acting Chairperson from 17/06/2022 up to and including 02/09/2022.**
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At the 14/04/2022 GRFMA Meeting, GRFMA Chairperson, Mr Ian Baldwin advised he would be absent for a short period over July - September 2022 and would seek a leave of absence for a specific period at the June 2022 Meeting.

The GRFMA Charter provides:

**4.4 Chairperson**

**4.4.1** *A person who is neither an officer, employee or member of a Constituent Council will be appointed by the Constituent Councils as a Board Member and the Chairperson for a term of up to three years and on such other terms and conditions as determined by the Constituent Councils and who the Constituent Councils consider has expertise in one or more of the following areas:*

- (a) environmental management; b) corporate financial management; (c) general management;*
- (d) public sector governance.*

**4.4.2** *In the event the Chairperson is absent or unable for whatever reason to act as Chairperson, the Board will elect a Board Member as the Acting Chairperson for the period the Chairperson is absent or unable to act as Chairperson.*

Mr Baldwin now seeks a leave of absence from 17/06/2022 to 02/09/2022. This period includes the August 2022 GRFMA meeting.

Subject to approval for the identified leave of absence members should now elect a Board Member, as the acting Chairperson from 17/06/2022 up to and including 02/09/2022.

The GRFMA Charter (4.4.5) further provides "*The Authority may pay a sitting fee to the Chairperson in such amount as determined by the Authority*".

Current fees payable are: *An honorarium/sitting fee of \$500 per GRFMA meeting and \$300 per Technical Assessment Panel and key stakeholder meetings requiring GRFMA Chairperson attendance.*

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<b>Agenda Item:</b>	<b>8.11</b>
<b>Committee:</b>	<b>Board</b>
<b>Meeting Date:</b>	<b>16 June 2022</b>
<b>Title:</b>	<b>GRFMA Policies</b>

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**Recommendation:****That the GRFMA:**

- 1. Requests the Executive Officer to initiate legal review of the Public Consultation Policy, Code of Practice, Access to Meetings and Documents and the Internal Review of Decisions Policy, as feasible within budget allocations of \$4,000.**
  - 2. Notes with thanks the assistance from the Adelaide Plains Council with the review process.**
  - 3. Receives a further report regarding progress on the review at the August 2022 meeting.**
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Following recommendation (GAC 21/18) from the GRFMA Audit Committee, the GRFMA resolved that a holistic review of all existing GRFMA policies be undertaken.

The following GRFMA policies require review:

1. Public Consultation Policy
2. Code of Practice – Access to Meetings and Documents
3. Internal Review of Decisions
4. Procurement and Operations Policy
5. Dam Valuation Policy
6. Treasury Management Policy
7. Fraud and Corruption Prevention Policy

The Adelaide Plains Council offered to assist with undertaking the review and governance staff have subsequently initiated the process in the context of Schedule 2 of the Local Government Act 1999 and the GRFMA Charter.

Initial Policies that have been considered to date are the:

- Public Consultation Policy, Code of Practice
- Access to Meetings and Documents
- Internal Review of Decisions Policy

This initial review has identified there are a number of considerations pertaining to the relevance of the current GRFMA Policies and that it will be necessary to approach this body of work with a greater focus on the provisions of Schedule 2 of the Act and the GRFMA Charter. See attached for a copy of the advice from the Adelaide Plains Council.

Council staff advice is having undertaken preliminary research and indeed having sought preliminary legal advice in relation to this matter it is recommended that the GRFMA engage Norman Waterhouse Lawyers (the GRFMA legal advisors) to undertake a holistic review of its policies. This will ensure that the suite of GRFMA policies are sound from a governance and legal perspective and also add value/benefit to the functions of the GRFMA.

Current 2021/2022 GRFMA budget allocation for legal fees of \$2,000 are unspent. The 2022/2023 GRFMA budget allocation for legal fees is \$2,000.



# Memorandum



**To:** David Hitchcock  
Executive Officer  
Gawler River Floodplain  
Management Authority

**From:** James Miller  
Chief Executive Officer  
Adelaide Plains Council

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**Date:** 8 June 2022

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**Subject:** Governance Advice – GRFMA Policy Reviews

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Dear David

We refer to ongoing discussions regarding Adelaide Plains Council undertaking a review of the Gawler River Floodplain Management Authority (GRFMA) policies.

## Background

The following GRFMA policies require review:

1. Public Consultation Policy
2. Code of Practice – Access to Meetings and Documents
3. Internal Review of Decisions
4. Procurement and Operations Policy
5. Dam Valuation Policy
6. Treasury Management Policy
7. Fraud and Corruption Prevention Policy

In addition, we understand that there is also a draft Public Interest Disclosure Policy, which the GRFMA Board has not yet considered and also requires governance advice.

## Introduction

The GRFMA is a regional subsidiary established under section 43 of the *Local Government Act 1999* (the Act). Schedule 2 of the Act sets out various provisions relevant to a regional subsidiary established under section 43.

Council's governance staff have considered the Public Consultation Policy, Code of Practice – Access to Meetings and Documents and Internal Review of Decisions Policy, in the context of Schedule 2 of the Act and, of course, the GRFMA Charter. It now appears that this will not be a straightforward exercise and, accordingly, it will be necessary to approach this body of work with a greater focus on the provisions of Schedule 2 of the Act and the GRFMA Charter. Having undertaken preliminary research and indeed having sought preliminary legal advice in relation to same, **it is our recommendation that the GRFMA engage Norman Waterhouse Lawyers (the subsidiary's legal advisors) to undertake a holistic review of its policies.** This will ensure that the suite of GRFMA policies are sound from a governance and legal perspective and also add value/benefit to the functions of the GRFMA.

Set out below is our preliminary advice for the Public Consultation Policy, Code of Practice – Access to Meetings and Documents and Internal Review of Decisions Policy.

#### Public Consultation Policy

There is no requirement under the Act (or at all) for the GRFMA as a regional subsidiary established under section 43, to have a 'public consultation policy' or to consult with the public at all. The GRFMA's Charter is also silent in terms of consultation with the public.

From a legal/governance perspective, there is nothing to say that the GRFMA cannot have a 'public consultation policy' however it must be considered and prepared in a manner that is consistent with the Act and the GRFMA's Charter. The current Public Consultation Policy is not consistent with the Charter and appears to have been based upon a public consultation policy of a council. For example, the current Public Consultation Policy refers to consulting with the public in relation to a principal office.

If the GRFMA chooses to pursue a public consultation policy, it will be necessary (and crucial) for the Board to turn its mind to in what circumstances it would consult with the public and for this to form the basis of its policy position.

In the context of the GRFMA's functions, it is not an unreasonable suggestion that from time to time there will be merit in consulting with the public in relation to some of its decisions or projects however, again, this should be considered by the Board prior to adopting any such policy and indeed set out transparently within same.

#### **Action/Recommendation:**

- **Current Public Consultation Policy be revoked**
- **Board to consider and determine whether it wishes to pursue a fresh Public Consultation Policy and, if so, engage NWL to facilitate preparation of a document that is fit for purpose in the context of a section 43 subsidiary and the GRFMA's specific functions.**

### Code of Practice – Access to Meetings and Documents

The GRFMA Charter provides that Chapter 6 Part 3 of the Act extends to the Authority as if it were a Council and the Board Members were members of a Council. For completeness, Chapter 6 Part 3 of the Act refers to:

- Section 90 – Meetings to be held in public except in special circumstances and
- Section 90A – Information or briefing sessions

Section 92 of the Act, which states that a council must prepare and adopt a code of practice relating to access to meetings and documents, therefore does not apply to the GRFMA. However, although the subsidiary is not required to have a Code of Practice – Access to Meetings and Documents, it may choose to and indeed has done this. At a minimum, the Code of Practice – Access to Meetings and Documents should be reviewed to ensure that it appropriately reflects legislative references.

Although the Code of Practice – Access to Meetings and Documents includes a reference that it ‘has been prepared in accordance with Clause 6 of the Charter’, it is noted that Clause 6 of the Charter does not require or refer to same. Clause 6 of the Charter does, however, require a Code of Practice – Meeting Procedures and this is addressed below.

#### **Action/Recommendation:**

- **Board to consider and determine whether it wishes to have a discretionary Code of Practice – Access to Meetings and Documents. If so, engage NWL to facilitate same.**

### Policy Gap Identified – Code of Practice – Meeting Procedures

As set out above, Clause 6 of the Charter requires the GRFMA to adopt a Code of Practice for Meeting Procedures to apply to the proceedings at, and conduct of, meetings of the Board. Any such Code of Practice must not be inconsistent with the Act or the Charter.

You have confirmed that a Code of Practice for Meeting Procedures does not currently exist for the GRFMA.

#### **Action/Recommendation:**

- **NWL be engaged to prepare a Code of Practice – Meeting Procedures as a governance priority in order to satisfy the requirements of the GRFMA Charter and indeed to promote effective meetings of the Board.**

### Internal Review of Decisions Policy

The Internal Review of Decisions Policy provides that it has been ‘developed with a view to the Constituent Councils obligations to prepare policies in accordance with Section 270 of the Local Government Act’. It is not necessarily this straightforward.

As a starting point, and at law, there is nothing to say that the GRFMA can/should not have a policy of this nature however we would need to look closely at why it is there, what it does and whether it is compatible with the Charter and the procedures of constituent councils.

Under Section 270, councils must develop and maintain policies, practices and procedures for dealing with complaints about the actions of the council, employees of the council, *or other persons acting on behalf of the council*.

**Action/Recommendation:**

- **The Internal Review of Decisions Policy be referred to NWL for further advice as to its suitability and any necessary amendments.**

Conclusion

Council's governance staff have considered the Public Consultation Policy, Code of Practice – Access to Meetings and Documents and Internal Review of Decisions Policy in the context of Schedule 2 of the Act and, of course, the GRFMA Charter. Having undertaken preliminary research and indeed having sought preliminary legal advice in relation to same, **it is our recommendation that the GRFMA engage Norman Waterhouse Lawyers (the subsidiary's legal advisors) to undertake a holistic review of its policies.** This will ensure that the suite of GRFMA policies are sound from a governance and legal perspective and also add value/benefit to the functions of the GRFMA.

Regards

James Miller  
Chief Executive Officer